

Community Innovation Challenge (CIC) Grant Program  
Performance Report  
March 14, 2014



Submitted by:

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## Letter from the Secretary

In 2009, the General Court established the Regionalization Advisory Commission (“the Commission”). The Commission held a series of meetings to identify best practices, challenges, and recommendations for regionalizing a range of local services. After evaluating successful regionalization programs in other states, the Commission proposed a series of recommendations to enhance the tools that the Commonwealth of Massachusetts provides to its 351 municipal partners. Several states, such as Indiana, Connecticut, Maine, New Hampshire, and New Jersey established incentive grant programs to allow municipal governments to establish model regionalization initiatives.

Based on the evaluation of successful programs from other states, the Patrick Administration first launched the Community Innovation Challenge (CIC) program in 2012. Managed by the Executive Office for Administration and Finance (EOAF), the CIC program provides one-time incentives to municipalities interested in developing innovative projects, with a focus on regionalization. All 351 municipalities and other local entities, such as regional school districts, regional planning agencies, and councils of government, are eligible to apply for this competitive grant program.

In the three year history of the program, EOAF received 330 applications that involved 290 municipalities, or 83% of all cities and towns in the Commonwealth. Since the creation of the program, the Patrick Administration invested \$10.25 million into 74 unique projects involving 242 cities and towns, or 69% of all municipalities in the Commonwealth.

The Patrick Administration’s commitment to performance-driven government is evident in the management and oversight of CIC awards. Each recipient is required to work with EOAF to develop a contract that includes a measurable goal, actions, and outcome measures to assess whether each project achieved its goal. Each recipient reports on the completion of deliverables three times during the course of each contract, which generally last for 10 months. At the completion of their work, recipients file final reports with EOAF. These final reports include performance data and serve as implementation guides for other interested communities. Additionally, recipients are required to submit annual reports for three years following the completion of their work, which include data collected towards the outcome measures included in their contracts.

Today, I am proud to provide you with this report, required by line item 1599-0026 of Chapter 68 of the Acts of 2013. As required, the report includes results of grants awarded through this line item, as well as replicable outcome measures for projects awarded to date.

EOAF provided 27 projects with funding in the first year of the program, Fiscal Year 2012. This report includes performance charts for each of these projects, as well as self-evaluations

conducted by the project recipients. In Fiscal Year 2013, EOAF funded 30 projects, all of which are currently finishing their work. This report includes draft performance data for each of these projects. On February 6, 2014, EOAF announced 37 projects slated to receive funding in Fiscal Year 2014, the third round of the program. Currently, my staff is working to develop contracts for each of these projects, with a target contractual end date of April 1, 2014. As these projects have yet to begin, this report includes a summary of the goals and objects of each of these projects. In total, this report includes over 225 measures for the 74 unique projects funded to date through the program.

A major goal of the CIC program is to provide all 351 cities and towns with innovative, replicable models. The program's [website](#), provides project reports for all projects funded in Fiscal Year 2012. These reports provide step-by-step implementation guides for all projects, as well as resources created in the development of the projects, such as memorandums of understanding and intermunicipal agreements. Reports for projects funded in Fiscal Year 2013 will be available on the website in early September, 2014.

Thank you for your continued support of this innovative tool which provides opportunities for all 351 cities and towns to innovate at the local level.

Sincerely,

A handwritten signature in dark ink, appearing to read 'Glen Shor', with a stylized, flowing script.

Glen Shor  
Secretary  
Executive Office for Administration and Finance

## **Overview of the CIC Program**



In November, 2011, the Patrick Administration announced the creation of the Community Innovation Challenge (CIC) grant program. The Regionalization Commission, authorized by the legislature in 2009, recommended the establishment of such a tool to create replicable models of regionalization at the municipal level.

The Patrick Administration established the program to incentivize and support innovative regionalization and other cost savings measures with the goal of changing the way local governments maintain service delivery and stretch every tax payer dollar as far as possible.

In three years, the program invested \$10.25 million into 74 unique projects that involve 242 municipalities across the Commonwealth, or 69% of all cities and towns. Over 3.9 million residents, or over 59% of the Commonwealth's population, live in municipalities involved in at least one CIC project.

Regionalization is an opportunity for neighboring communities to build partnerships to engage in shared service, inter-municipal agreements, municipal collaborations, consolidations, mutual aid, and regional planning to reduce the risk of duplicating efforts and unnecessary spending of limited taxpayer dollars. With 351 cities and towns spanning the Commonwealth, there are countless ways to collaborate and work together to maintain important local services and deliver those services efficiently and effectively.

The CIC program is one example of the kinds of reforms the Patrick Administration has made in challenging fiscal times to make government more effective and efficient. It provides incentives, such as technical assistance, training, and other one-time or transition funding for municipal leaders to work together to pursue innovative ways to deliver critical services to taxpayers more efficiently. Projects for the grant program include those with the greatest potential impact, high levels of innovation and substantial potential cost savings for municipalities.

## Performance Measurement

The CIC program is one example of a measures-based, data driven program administered by the Patrick Administration. Governor Patrick launched the MassResults initiative as part of his Fiscal Year 2014 Budget Recommendation to make governments more accountable and more open. The initiative strives to make a results-oriented culture in state government by: (1) Ensuring that state government is strategic in its aims, setting out clear plans for how it will achieve its goals and regularly evaluating progress toward outcomes; (2) Using data and evidence to inform decisions and assess performance; (3) Changing the way services are paid for and delivered, encouraging innovation and using incentives to improve program delivery; (4) Taking a broader, more comprehensive look at the full range of state government resources available to ensure that all funds are maximized and allocated strategically; and (5) Painting a clearer, more complete picture of state spending performance so that residents can more effectively engage with state government and hold it accountable for results.

As part of the MassResults initiative, the legislature in 2012 established the Office of Commonwealth Performance, Accountability, and Transparency (CPAT) as part of the Executive Office for Administration and Finance. The CIC Program Manager serves as a member of the CPAT office, and serves as a critical link between state and municipal performance management efforts. Strategic planning and data collection efforts used in CIC projects are modeled after those employed by the CPAT team in engaging Commonwealth secretariats and agencies.

After CIC awards are announced, the Program Manager meets with each recipient to develop an agreement which is written in the model of a strategic plan. Each agreement contains a goal, as well as specific activities that the recipients carry out over the course of three periods. Completion of these actions ensures that the project is moving towards the completion of deliverables which will allow it to meet its goal. Each contract lasts for approximately 11 months, and during this time recipients file three reporting period reports to ensure that activities are accomplished and deliverables are produced.

In addition to developing a goal and actions, CIC recipients are required to develop between three to five measurable outcomes on which they can collect accurate data to prove that their goal is being achieved. At the end of the contractual period, recipients are required to file a final report, which includes draft performance data as well as an implementation guide for other interested parties to follow. Each year for three years after the completion of the project, recipients are required to file annual reports that include data collected each year towards the measures developed in the original contract. This data collection process ensures that project recipients are continuously collecting and verifying data to ensure the achievement of their goals.








The CIC program also supports performance management through a contract with the Edward J. Collins, Jr. Center for Public Management at the University of Massachusetts at Boston (“Collins Center”). Authorized by the section of the budget that provides funding for the CIC program, EOAF has entered into two contracts with the Collins Center to design and implement a performance management program for municipalities with two components.

The first is StatNet, which is a network of municipal officials who use CitiStat, a performance management approach. Through CitiStat, government leaders use frequent, regularly scheduled, data-driven meetings to focus department managers on improving performance for key indicators. StatNet municipalities agree to share data and best practices and to meet regularly to learn from others’ experiences working on performance management and managing performance system. Participants represent municipalities of all sizes across the Northeast. Meetings typically occur four times per year and focus on topics such as customer service, public safety, inspectional services, and public health.

The second is the Municipal Performance Management Program (MPMP). Through the MPMP program, the Collins Center retains and trains performance analysts who then work one day per week in communities selected through a competitive process. The analysts begin by analyzing police and public works data, and work with municipal managers to design and implement regular “CitiStat” models to analyze the data and make performance driven decisions. The Collins Center is also using the work of the analysts to develop a toolkit of templates, reports, and best practices that will be available through a website in the early summer of 2014. By the end of Fiscal Year 2014, 45 municipalities will be part of the MPMP program.

Included in this report are performance charts for projects funded in Fiscal Years 2012 and 2013, as well as proposed goals and measures for projects funded in Fiscal Year 2014. These performance charts provide an opportunity for recipients to display performance data to ensure that they continue to work towards the achievement of their goals.

This performance chart from the School StatNet project serves as an example of how projects present their performance data:

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional performance management program for public school districts	# of districts that attend School StatNet meetings	26	0	Increasing	20		Includes districts participating in School StatNet meetings, conference calls, or embedded workshops.
	% of participants, as reported through a survey, will respond that the meetings were useful or very useful	83%	0	Increasing	75%		Average of respondent rating of different components of different meetings.
	# of embedded workshops delivered	1	0	Increasing	1		
	# of State/Local Study Team meetings convened	1	0	Increasing	1		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

As this example shows, each performance report contains the following items:

- **Project Goal**  
All CIC projects develop one major goal as part of the contract process.
- **Measures**  
As part of the contract process, CIC recipients are asked to develop three to five measures to ensure the success of the project over a period of time.
- **Current Period**  
Recipients will file this report four times, once in the final report, due one year after the start of the project, and three times in subsequent annual reports, due each year for three years after the end of each project.
- **Prior Period**  
This column contains data for the period directly before the current period.
- **Trend**  
The trend column compares the data from the current period and the prior period. Please use the following terminology to describe the comparison:
  - Stable- No change from one period to the next

- Increase- The percent or number increased from the prior period to the current one
  - Decrease- The percent or number decreased from the prior period to the current one
- Target
 

The target is the number or percent that a project is trying to meet for a given measure. Targets may change over time.
- Status
 

Project recipients use one of the following three symbols to indicate the status of each measure:

  - Green circle:                      Within 10 numerals (if using numbers) or 3% (if using percentages) of the target
  - Yellow triangle:                    Within 25 numerals (if using numbers) or 10% (if using percentages) of the target
  - Red square:                         Below 25 numerals (if using numbers) or 10% (if using percentages) of the target
- Comments
 

The comment section provides recipients with the opportunity to provide a brief description of your measure and data. A brief comment should be included for each measure, and they are particularly useful to describe any irregularities in the data or data well below the target.

## **Self-Assessment Tool**

All CIC projects will be evaluated six months after the implementation of the project. In addition to quarterly reports, CIC recipients are required to submit a final report which will serve as a best practices implementation guide for other municipalities interested in implementing a similar program. After the filing of the final report, all projects will go through a two-part evaluation process to determine success as a CIC project and success as a regionalization initiative.

Projects will first be evaluated by the Program Manager to determine whether CIC contractual obligations were achieved. This determination will be made through the evaluation of quarterly reports and deliverables. Projects will then be evaluated to determine whether they effectively serve as examples of successful regionalization projects. This will occur as a self-evaluation, and will occur six months after the completion of the project.

Projects will be evaluated to determine whether they have reached the REGIONAL (Reduction of redundancies, Effective Delivery of Services, Gains in Service Delivery, Involvement of Stakeholders, Operational Efficiencies, New Approach to Governing, Achievement of Benefits for Residents and Communities, and Local Decision Making Intact) designation. Projects will need to show documentation of the achievement of each of the eight components to achieve the REGIONAL designation.

Six months following the end of project deliverables, recipients will be asked to self-report on their success in eight categories designed to evaluate the effectiveness of each project as an example of regionalization. The project manager will evaluate and correct, if necessary, the information provided by recipients. This information will be made available online as part of the final reports for each project.

Success as a regionalization initiative will be evaluated by the project recipients. They will be required to complete the evaluation form and return it to the A&F program manager who will, using the best available information, verify the validity of the information provided. Ultimately, these forms will be made available on the A&F website as part of each final report. This report includes self-evaluation for a majority of projects which received funding in Fiscal Year 2012. Each metric includes an opportunity for recipients to provide a narrative to ensure that they met its requirements.

### **Metric #1: Reduction of Redundancies**

*Many regionalization projects are designed to reduce redundancies that currently exist in service delivery. In this section, recipients will need to identify the redundancies that existed before the program explains how redundancies were reduced.*

### **Metric #2: Effective Delivery of Services**

*While regional initiatives may bring cost savings to communities, the concern of decreased service delivery exists. Recipients will need to provide information to show that the service delivery provided through a regional initiative has been maintained or increased over the previous service delivery model. Recipients will need to provide statistics, such as the number of claims filed and completed, to effectively show that service delivery has not decreased.*

### **Metric #3: Gains in Service Delivery**

*In addition to providing cost savings with a goal of maintaining service delivery, regional projects may also enhance the quality of services provided to municipal partners. In this section, recipients will need to show how service delivery has improved, which may include improvements such as online access, increased service hours, or increased access to equipment or services.*

### **Metric #4: Involvement of Stakeholders**

*Successful regional projects involve all stakeholders, including appointed and elected municipal officials and residents. Recipients will provide detailed information to show that stakeholders were involved in the process, such as the establishment of an oversight board of officials from each municipality or a survey to determine citizen satisfaction with the new method of service delivery.*

### **Metric #5: Operational Efficiencies**

*Applicants were required to provide information regarding operational efficiencies that they hoped to achieve through the project. To show the achievement of this metric, recipients will need to provide evidence to show that the “back end” portion of service delivery has improved. This may include evidence of how technology has expedited processing or how departments are able to more effectively share, utilize, and collect data.*

## **Metric #6: New Approach to Governing**

*Regional projects in Massachusetts have the potential to develop new governance structures. To achieve this metric, recipients will need to provide evidence to show how their projects have created new governing structures or new ways of governing.*

## **Metric #7: Achieving Benefits for Communities and Residents**

*In their applications, CIC applicants were required to outline benefits that they hoped to realize through the development of their new program. In this section, recipients will need to identify direct benefits that were achieved for both the municipal governments and residents in the communities.*

## **Metric #8: Local Decision Making Intact**

*Background: A major concern for many communities around regionalization deals with the loss of local control. To achieve this metric, recipients will need to provide evidence to show how local decision making has remained intact. This evidence could be provided through the governing structure, such as a steering committee which includes participants from each community, as well as detailing the local authority that officials and boards from each community will still retain.*



## List of All CIC Projects

### Overview

Since its creation in Fiscal Year 2012, the Patrick Administration's Community Innovation Challenge (CIC) grant program has supported 74 unique projects involving 242 municipalities, or 69% of all cities and towns in the Commonwealth. Projects receiving CIC funding are eligible to apply in subsequent years to expand the scope and/or number of participating municipalities, and as a result there have been 94 total awards, including 20 expansion awards.

Projects that received funding fall into ten general categories:

- Education (14 total projects, two of which received expansion funding, including one project that received two years of funding and one project that received three years of funding);
- Environment/Public Works (16 total projects, four of which received expansion funding, including three projects that received two years of funding and one project that received three years of funding);
- General Government/ Financial Management (four total projects);
- Housing (one project);
- Information Technology (15 total projects, four of which received expansion funding and received a total of two years of funding each);
- Library (two total projects);
- Public Health (six total projects, three of which received expansion funding including two projects that received two years of funding and one project that received three years of funding);
- Public Safety (11 total projects, two of which received expansion funding and funding for two years);
- Transportation (four total projects, one of which received expansion funding and received funding for three years); and
- Veterans' Services (one project)

## **Education Projects**

### ***Special Education Cost Savings through Full Regionalization*** (FY12)

Entity: Freetown-Lakeville Regional School District  
Funding: \$173,900

### ***Regionalizing Special Education Services for Children with Dyslexia*** (FY12; FY13; FY14)

Entity: Manchester-Essex Regional School District  
Funding: \$109,000(FY12); \$73,000 (FY13); \$44,000 (FY14)

### ***Regionalized Technology Support Services*** (FY12)

Entities: Hampshire Regional School District (Lead); Chesterfield-Goshen Regional School District; Towns of Southampton, Westhampton, and Williamsburg  
Funding: \$78,000

### ***Town of Granville to join Southwick-Tolland Regional School District*** (FY12)

Entities: Southwick-Tolland Regional School District (Lead); Town of Granville  
Funding: \$44,000

### ***Monomoy Regional School District Transition*** (FY12)

Entities: Monomoy Regional School District (Lead); Towns of Harwich and Chatham  
Funding: \$204,000

### ***Vocational/ Technical School District Expansion*** (FY12)

Entities: Northern Berkshire Vocational Regional School District (Lead); Towns of Cheshire and Lanesborough  
Funding: \$23,975

### ***Creating in District Programs for Students with Severe Emotional and Behavioral Disorders*** (FY13)

Entities: Towns of Agawam (Lead), East Longmeadow, Longmeadow, Ludlow, and West Springfield; Hampden-Wilbraham Regional School District; Southwick-Tolland-Granville Regional School District  
Funding: (\$110,800)

### ***Berkshire County Curriculum Frameworks Project*** (FY13)

Entities: Central Berkshire Regional School District (Lead); Adams-Cheshire Regional School District; Berkshire Hills Regional School District; Northern Berkshire Vocational Technical School District; Southern Berkshire Regional School District; Towns of Clarksburg, Florida, Savoy, Lee, and Lenox  
Funding: \$89,520

### ***Regionalizing Technology Support Services*** (FY13)

Entities: Towns of Richmond (Lead), Hancock, and New Ashford  
Funding: \$52,037

***School StatNet*** (FY13 and FY14)

Entities: Cities of Somerville (Lead), Fitchburg, Revere, and Chicopee (FY13); City of Lowell and Town of Westborough (FY14)  
Funding: \$38,326 (FY13); \$80,000 (FY14)

***A Collaborative Technology Enhancement Initiative*** (FY12)

Entities: Tantasqua Regional School District (Lead); Towns of Brimfield, Brookfield, Holland, Sturbridge, and Wales  
Funding: \$158,200

***Creating an Agriculturally Based Curriculum at Hawlemont*** (FY12)

Entities: Hawlemont Regional School District  
Funding: \$130,000

***Establishment of a Regional Technology Infrastructure for the New Essex North Shore Agricultural***

***and Technical School District*** (FY14)

Entities: North Shore Vocational Technical School District (Lead); Essex Agricultural School District  
Funding: \$125,000

***Southeast Technology Network***

Entities: Towns of Abington (Lead, Avon, Hanover, Hingham, Holbrook, and West Bridgewater, Bridgewater-Raynham Regional School District, South Shore Vocational Technical School District, and Whitman-Hanson Regional School District  
Funding: \$199,690

**Environment/ Public Works Projects**

***Regionalizing Municipal Stormwater Management in Central Massachusetts*** (FY12, FY13, and FY14)

Entities: Towns of Spencer (Lead), Auburn, Charlton, Dudley, Holden, Leicester, Millbury, Oxford, Paxton, Shrewsbury, Sturbridge, Webster, and West Boylston (FY12); Towns of Boylston, Grafton, Hardwick, Monson, New Braintree, Northbridge, Northborough, North Brookfield, Palmer, Princeton, Rutland, Southbridge, Sterling, Upton, Ware, Westborough, Wilbraham (FY13);  
Funding: \$310,000 (FY12); \$115,000 (FY13); \$80,000 (FY14)

***Regional Equipment Sharing Cooperative*** (FY12 and FY13)

Entities: Towns of Brookfield (Lead), Brimfield, East Brookfield, Warren, and West Brookfield (FY12); Hardwick (FY13)  
Funding: \$58,000 (FY12); \$24,500 (FY13)

***Shared Municipal Portable Closed Loop Pressure Wash Water Recycling System for Commercial Fishing Fleets in Harwich and Chatham (FY12)***

Entities: Towns of Chatham (Lead) and Harwich)  
Funding: \$25,500

***Pioneer Valley Conservation Commissions Compact (FY12)***

Entity: Pioneer Valley Planning Commission  
Funding: \$132,455

***Northern Middlesex Storm Water Collaborative (FY13 and FY14)***

Entities: Northern Middlesex Council of Governments (Lead); City of Lowell; Towns of Billerica, Chelmsford, Dracut, Dunstable, Pepperell, Tewksbury, Tyngsborough, and Westford (FY13); Towns of Burlington, Carlisle, Littleton, and Wilmington (FY14)  
Funding: \$98,000 (FY13); \$81,000 (FY13)

***Cape Code Great White Shark Research and Outreach Program (FY13)***

Entities: Towns of Orleans (Lead), Chatham, Truro, Nantucket, Harwich, Yarmouth, Dennis, Wellfleet, Provincetown, Brewster, and Barnstable  
Funding: \$50,000

***Regionalizing Department of Public Facilities and Infrastructure (FY13 and FY14)***

Entities: Towns of Wenham (Lead) and Hamilton; Hamilton-Wenham Regional School District  
Funding: \$30,000 (FY13); \$90,000 (FY14)

***Gateway City LED Streetlight Retrofits (FY14)***

Entities: Metropolitan Area Planning Council (Lead); Cities of Brockton, Chicopee, Fall River, Lawrence, Lowell, Malden, and Westfield  
Funding: \$237,000

***Regional Forestry Equipment Cooperative (FY14)***

Entities: Central Massachusetts Regional Planning Commission (Lead); Towns of Auburn, Barre, Hubbardston, Oakham, Paxton, and Rutland  
Funding: \$193,675

***Regional Recycling of Agricultural Plastics and Fuel Pellet Bags (FY14)***

Entity: Franklin County Solid Waste District  
Funding: \$60,950

***Merrimack Valley Stormwater Collaborative (FY14)***

Entities: Merrimack Valley Planning Commission (Lead); Cities of Amesbury, Haverhill, Lawrence, Methuen, and Newburyport; Towns of Andover, Boxford, Georgetown, Groveland, Merrimac, Newbury, North Andover, Rowley, Salisbury, and West Newbury  
Funding: \$145,000

***Multi-Board Purchasing Program/ Shared Articulation Lift (FY14)***

Entities: Blackstone Valley Regional Vocational Technical School District (Lead);  
Mendon-Upton Regional School District; Town of Upton  
Funding: \$56,400

***Neponset Valley Regional Stormwater Collaborative (FY14)***

Entities: Metropolitan Area Planning Council (Lead); Towns of Canton, Dedham,  
Medfield, Milton, Norwood, Randolph, Sharon, Stoughton, Walpole, and  
Westwood  
Funding: \$130,366

***Natick-Natick Soldier Services Joint Services Project (FY14)***

Entity: Town of Natick  
Funding: \$11,000

***Regionalizing Municipal Stormwater Management in Southeastern Massachusetts (FY14)***

Entities: Towns of Mansfield (Lead), Abington, Bridgewater, Canton, East Bridgewater,  
Easton, Foxboro, Middleborough, North Attleboro, Norton, Plainville, Raynham,  
Sharon, Stoughton, West Bridgewater, and Wrentham; Cities of Brockton and  
Taunton  
Funding: \$80,000

***Electronic Weights and Measures Inspection (FY13)***

Entities: Towns of Holliston (Lead), Ashland, Medway, and Millis  
Funding: \$21,550

**General Government/ Financial Management Projects**

***Massachusetts Statewide Performance Management Program (FY12)***

Entities: Cities of Lowell (Lead), Amesbury, Somerville, Woburn, and Worcester  
Funding: \$373,400

***Centralized Facility and Infrastructure Asset Maintenance System (FY12)***

Entity: Town of Hanover  
Funding: \$46,000

***Consolidation of Information Technology and Maintenance Services (FY12)***

Entity: Town of Middleborough  
Funding: \$28,211

***Regionalization of Assessment Services (FY13)***

Entities: Towns of Amherst (Lead) and Pelham  
Funding: \$35,000

## **Housing Projects**

### ***Massachusetts Housing Data Portal*** (FY13)

Entity: Metropolitan Area Planning Council  
Funding: \$50,000

## **Information Technology Projects**

### ***Commonwealth Connect Citizens Connect App*** (FY12 and FY14)

Entities: City of Boston (FY12); Metropolitan Area Planning Council (FY14)  
Funding: \$400,000 (FY12); \$80,000 (FY14)

### ***Digital Regionalization; Permit, License, and Inspection Automation*** (FY12)

Entities: Cape Cod Commission (Lead); Towns of Barnstable, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Nantucket, Provincetown, Sandwich, Truro, Wellfleet, and Yarmouth  
Funding: \$500,000

### ***Cloud-based Open Source Integrated Municipal Financial Management*** (FY12)

Entities: Town of Royalston (Lead); Members of the Community Software Consortium (CSC)  
Funding: \$290,710

### ***Berkshire On-line Municipal Building Permits*** (FY12)

Entities: Berkshire Regional Planning Commission (Lead); Towns of Becket, Dalton, Lee, Monterey, Lenox, Richmond, and Sheffield  
Funding: \$110,835

### ***Central Massachusetts Regional Electronic Permitting Collaborative*** (FY13)

Entities: Central Massachusetts Regional Planning Commission (Lead); Towns of Barre, Blackstone, Boylston, Dudley, Hardwick, Leicester, Northbridge, Spencer, and Upton  
Funding: \$112,000

### ***Hampshire Cloud*** (FY13 and FY14)

Entities: Hampshire Council of Governments (Lead), Towns of Chesterfield and Hadley (FY13); Towns of Amherst, Rowe, and Westhampton (FY14)  
Funding: \$80,000 (FY13); \$105,000 (FY14)

### ***Malden 311 and Workers' Compensation Reentry Program*** (FY13)

Entity: City of Malden  
Funding: \$27,780

***Regionally Improving Citizen Access and Service Delivery*** (FY13)

Entities: Merrimack Valley Planning Commission (Lead); Cities of Amesbury, Haverhill, Lawrence, Methuen, and Newburyport; Towns of Andover, North Andover, and Salisbury  
Funding: \$80,000

***Municipal Open Checkbook System*** (FY13 and FY14)

Entities: Cities of Woburn (Lead), Chelsea, Chicopee, and Revere; Town of Brookline  
Funding: \$120,000 (FY13); \$180,000 (FY14)

***Co-Location of Financial Management Software*** (FY14)

Entities: Town of Amherst (Lead), and City of Northampton  
Funding: \$180,000

***Connecting the Dots: Public Access, Cloud Accounting, and Security*** (FY14)

Entities: Town of Washington (Lead), and members of the Community Software Consortium (CSC)  
Funding: \$128,000

***Open Checkbook*** (FY14)

Entity: City of West Springfield  
Funding: \$4,800

***4-town GIS Mapping Project*** (FY14)

Entities: Towns of Franklin (Lead), Norfolk, Plainville, and Wrentham  
Funding: \$20,000

***Southeastern Fire Department Electronic Records and Permitting Collaborative*** (FY12 and FY13)

Entities: Southeastern Regional Planning and Economic Development District, City of Taunton, Towns of Seekonk, North Attleboro, Fairhaven, Easton, Swansea, Somerset, Freetown, Dighton, Westport, and Wareham (FY12); City of Fall River and Towns of Marion and Fairhaven (FY13)  
Funding: \$76,800 (FY12); \$75,000 (FY13)

***Co-Location of Appraisal System with Amherst and Pelham*** (FY14)

Entities: City of West Springfield (Lead) and the Towns of Amherst and Pelham

**Library Projects**

***Libraries as Part of Emergency Response Teams*** (FY12)

Entity: Town of Andover  
Funding: \$29,967

***The Ames Free Library's Creative Commons @ Queset House*** (FY13)

Entity: Town of Easton  
Funding: \$40,000

## **Public Health Projects**

### ***Franklin County Cooperative Public Health Service*** (FY12 and FY13)

Entities: Franklin Regional Council of Governments (Lead), Towns of Buckland, Charlemont, Deerfield, Gill, Hawley, Monroe, Granby, and Plainfield (FY12); Conway, Heath, and Leyden (FY13)  
Funding: \$119,375 (FY12); \$68,317 (FY13)

### ***Berkshire Health Alliance Public Health Nurse Program*** (FY12, FY13, and FY14)

Entities: Berkshire Regional Planning Commission (Lead), City of North Adams, Towns of Adams, Alford, Becket, Clarksburg, Dalton, Egremont, Great Barrington, Hancock, Lanesborough, Mt. Washington, New Marlborough, Peru, Richmond, Sandisfield, Savoy, Sheffield, Washington, West Stockbridge, Williamstown, and Windsor  
Funding: \$40,000 (FY12); \$54,840 (FY13); \$47,042 (FY14)

### ***Provision of Electronic Food Inspections*** (FY12)

Entities: Towns of Ashland (Lead), Medway, and Hopkinton  
Funding: \$15,000

### ***Local Boards of Health On-Line Tobacco Retailer Certification Program*** (FY13)

Entities: Towns of Lee (Lead), Lenox, and Stockbridge  
Funding: \$25,250

### ***Hampden County Health Alliance*** (FY13 and FY14)

Entities: Pioneer Valley Planning Commission (Lead), Cities of Holyoke, West Springfield and Springfield, and Towns of Westfield, Blandford, Granville, Ludlow, Palmer, and Southwick (FY13); Towns of Montgomery and Tolland  
Funding: \$45,000 (FY13); \$110,000 (FY14)

### ***Massachusetts Tick-Borne Disease Network*** (FY14)

Entities: Towns of Bedford (Lead), Buckland, Charlemont, Conway, Deerfield, Gill, Hawley, Heath, Leyden, Monroe, Shelburne, Acton, Bedford, Carlisle, Concord, Lincoln, Winchester, Barnstable, Brewster, Bourne, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet, Yarmouth, and Nantucket  
Funding: \$111,300

## **Public Safety Projects**

### ***Ashland-Hopkinton Fire Services Collaborative*** (FY12)

Entities: Towns of Hopkinton (Lead) and Ashland  
Funding: \$175,000



***NoFIRES- Northwestern Juvenile Fire Intervention Response, Education, and Safety Partnership***

(FY12 and FY13)

Entities: Northampton, Springfield, Greenfield, Chesterfield, Easthampton, Granby, Montague, Turners Falls, and Ware (FY12); Towns of Erving, New Salem, Orange, Petersham, Phillipston, Royalston, Warwick, and Wendell  
Funding: \$47,000 (FY12); \$63,750 (FY13)

***Franklin County Regional Dog Officer Control and Kennel*** (FY12)

Entities: Franklin Regional Council of Governments (Lead), City of Greenfield, and Towns of Bernardston, Buckland, Colrain, Conway, Deerfield, Erving, Gill, Heath, Montague, Warwick, and Whatley

***Northwestern District Anti-Crime Task Force Program*** (FY13 and FY14)

Entities: Franklin Regional Council of Governments (Lead), Cities of Greenfield and Northampton; Towns of Athol, Amherst, Gill, Erving, Deerfield, Southamptown, Belchertown, and Montague; Franklin and Hampshire County Sheriff's Offices (FY13); City of Easthampton and Towns of Orange and Ware  
Funding: \$81,288 (FY13); \$71,954

***Rutland Regional Animal Control*** (FY13)

Entities: Towns of Rutland (Lead), Barre, Paxton, and Princeton  
Funding: \$83,904

***Cloud Based Visual Access for First Responders*** (FY14)

Entities: Pathfinder Regional Vocational Technical School District (Lead); Town of Palmer  
Funding: \$13,604

***Eastern Hampshire District Criminal Intelligence Equipment Sharing*** (FY14)

Entities: Towns of Amherst (Lead), Belchertown, and Pelham  
Funding: \$18,000

***Ensuring Quality Police Data*** (FY14)

Entities: Cities of Chelsea (Lead), Everett, and Revere  
Funding: \$80,000

***FIRE Response*** (FY14)

Entities: Franklin Regional Council of Governments (Lead), Towns of Ashfield, Charlemont, Colrain, Conway, Gill, Heath, Leverett, Leyden, New Salem, Northfield, Shutesbury, Sunderland, Warwick, and Wendell  
Funding: \$79,557

***North Quabbin Regional Animal Control Program (FY14)***

Entities: Franklin Regional Council of Governments (Lead), Towns of Athol, Orange, Petersham, and Royalston  
Funding: \$91,257

***South County Emergency Management Services (FY14)***

Entities: Towns of Deerfield (Lead), Sunderland, and Whatley  
Funding: \$160,620

**Transportation Projects**

***Shared Transportation Resources- CrossTown Connect (FY12, FY13, and FY14)***

Entities: Towns of Acton, Boxborough, Littleton, Maynard and Stow (FY12); Towns of Westford and Concord (FY13 and FY14)  
Funding: \$184,575 (FY12); \$60,000 (FY13); and \$40,000 (FY14)

***MetroWest Moves Regional Complete Streets Prioritization (FY14)***

Entities: Towns of Hudson (Lead) and Framingham, City of Marlborough  
Funding: \$75,500

***Middlesex 3 Coalition- Transportation Coordination (FY14)***

Entities: Towns of Billerica (Lead), Burlington, Bedford and Chelmsford, and the City of Lowell  
Funding: \$147,800

***Regional Paratransit Services (Two Town Trolley) (FY13)***

Entities: Towns of East Longmeadow (Lead) and Hampden  
Funding: \$30,600

**Veterans' Services Projects**

***Expansion of Professional Regionalized Veterans Services (FY13)***

Entities: City of Northampton (Lead), and the Towns of Amherst, Chesterfield, Williamsburg, Cummington, Goshen, Pelham, Worthington, Hadley, Middlefield  
Funding: \$35,083

## Fiscal Year 2012 Projects- Performance Charts and Self-Assessments

### Overview

In Fiscal Year 2012, the first year of the CIC program, EOAF invested \$4 million into 27 unique projects from across the Commonwealth. The majority of these projects began in April, 2012, and ended in April, 2013. After the completion of the project deliverables, each recipient filed a final report which provides an implementation guide for other municipalities interested in solving similar problems. Final reports for projects funded in Fiscal Year 2012 are available on the CIC program [website](#).

During the time of each project, recipients developed a project goal, deliverables, and measureable outcomes to ensure the success of their projects. This report includes outcome information from each project. Additionally, in the summer of 2013, Fiscal year 2013 CIC recipients completed self-evaluations of their projects, which are also included in this report.



*Fiscal Year 2012 CIC recipients at announcement event at the State House, March, 2012.*

## Education Projects

### **Monomoy Regional School District Transition (\$204,000)**




*Monomoy Regional School District*



*Summary:* Monomoy became the newest regional school district in the Commonwealth when, after several years of study, the school districts of the Towns of Harwich and Chatham consolidated into a new regional district. The CIC program provided funding to develop a common technology platform and to integrate two disparate systems into one new system.

*Performance report:*

*\*Data not yet provided by the district*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To establish the necessary technology framework to fully establish the Monomoy Regional School District	# of processing dollars will be reduced and/or cost avoided						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

## *Self-Evaluation:*

### *Metric #1: Reduction of Redundancies*

#### **ACHIEVED**

Prior to the regionalization the Chatham Public Schools and the Harwich Public Schools used 2 different financial software systems, 2 different student information systems. The two districts have unified these differing technologies.

### *Metric #2: Effective Delivery of Services*

#### **ACHIEVED**

The entities involved in the implementation of the grant were the combined Chatham and Harwich Public Schools now known as the Monomoy Regional School District. The service delivery has been enhanced and will continue to be enhanced in the Fall of 2014 when the district becomes fully regionalized with the opening of the new Monomoy Regional High School in Harwich and with the creation of the Monomoy Regional Middle School in Chatham.

### *Metric #3: Gains in Service Delivery*

#### **ACHIEVED**

Two unique districts, with varied approaches and resources were transformed into a unified, successful region. A Monomoy Regional School District Web site was created and launched.

### *Metric #4: Involvement of Stakeholders*

#### **ACHIEVED**

The Monomoy Regional School district has a fully executed Regional Agreement between the Towns of Chatham and Harwich with respect to the formation of a Regional School District that outlines the roles, functions and responsibilities of all of the parties.

### *Metric #5: Operational Efficiencies*

#### **ACHIEVED**

The desired outcome was the integration of the two separate districts into one uniformed newly formed regional school district. The outcomes were achieved by the completion of the following:

- District Internet and Intranet Connection
- Student Information Management: Aspen X2
- Website: Final Site
- Central Office Phone Connection

*Metric #6: New Approach to Governing*  
**ACHIEVED**

The Monomoy Regional School district has a fully executed Regional Agreement between the Towns of Chatham and Harwich with respect to the formation of a Regional School District that outlines the roles, functions and responsibilities of all of the parties.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

The first priority of regionalization is to ensure that regionalization improves the curriculum and opportunities for children. The second priority is to expand opportunities in a cost effective manner.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**







The Monomoy Regional School district has a fully executed Regional Agreement between the Towns of Chatham and Harwich with respect to the formation of a Regional School District that outlines the roles, functions and responsibilities of all of the parties.

**Regionalizing Special Education Services for Children with Dyslexia (\$109,000)**  
*Manchester-Essex Regional School District*



*Summary:* Several students with disabilities are outplaced to special education schools at a high cost to the district. Grant funding allowed this district to develop an in-district program for dyslexic students in grades four and five.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regionalized special education program for students with dyslexia	% increase of reading scores of students in the program	18%	42%	Increase	20%		our IRWL students moved to middle school this year; two former students returned to the inclusion setting. Progress for current period reflects September to January only.
	# of students placed in programs out of the district will decrease	+2	-2	Flat	-2		Move-ins and student needs other than dyslexia have impacted these numbers. The IRWL program has helped contain the overall number of OOD placements in the District.
	# of dollars cost avoided	\$275,092	\$165,000	Increase	67%		Cost avoidance has increased due to elimination of start-up costs and growth in program enrollment.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*

*ACHIEVED*

Our project focused on the implementation of an Intensive Reading and Written Language program for students with dyslexia in grades 4 and 5. Two types of redundancies were targeted: (1) replication of services for students with intensive reading needs in two elementary buildings and (2) use of out-of-district placements at more than double the cost of in-district services. To address these areas, the District created a regional program serving both elementary schools and sought to eliminate the need for placements at nearby Landmark School by providing a high quality program at approximately one third the cost per student of Landmark tuition.

*Metric #2: Effective Delivery of Services*

*ACHIEVED*

The initiative generated cost avoidance of approximately \$165,000 in the program's first year. In addition, parents of children in the new program were highly satisfied and student test scores increased. The program was positively reviewed by parents' outside consultants and evaluators. Initially, parents of children in Essex were reluctant to send their children to a new program at the Memorial Elementary School; however, this issue has not persisted in the program's second year.

*Metric #3: Gains in Service Delivery*

*ACHIEVED*

The quality of services improved as resources have been consolidated rather than delivered in a more fragmented manner. For example, students who previously received classroom support and a daily individual or group reading tutorial are now enrolled in small group classes that use common language based instructional methodologies across the curriculum and school day. The reading and special education teachers work collaboratively to deliver instruction and support student goal attainment.

*Metric #4: Involvement of Stakeholders*

*ACHIEVED*

Results of student performance and cost avoidance have been shared with the school committee and district administrators. In addition, meetings have been held with parents of children in the program to share progress and assess satisfaction with program.

*Metric #5: Operational Efficiencies*

*ACHIEVED*

Since program implementation and the outlay of start-up costs in the first year, our program has gained additional efficiencies by expanding student enrollment. During the 2013-2014 school year, four students moved on to middle school, one student returned to



the inclusion setting, and seven new students joined the program for a total of eight students. Based on current Landmark tuition and transportation costs, the District would have spent \$400,600 on out-of-district placements versus \$125,508 for the IRWL program, resulting in \$275,092 in cost avoidance.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

While this metric is less applicable to our program, the regional aspect of the program has allowed us to make programming decisions between and across schools rather than focusing on the needs of our elementary schools in isolation.

*Metric #7: Achieving Benefits for Communities and Residents*  
**PARTLY ACHIEVED**

The CIC project in Manchester-Essex targeted the following outcomes:

- Increased reading scores of children enrolled in the program
- Decreased number of students placed out-of-district
- Cost-avoidance figures (per pupil cost of program versus out-of-district alternatives)
- Enrollment in program by multiple North Shore/Cape Ann communities

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

In special education, decisions are made by teams at the local level. Teams from both Manchester and Essex participate in making student referrals and determining student appropriateness for the program.

Student reading scores continued to increase through their enrollment in the elementary program. From September 2012-June 2013, students averaged an increase of 4.2 Fountas and Pinnell reading levels and an average 42% growth in reading fluency. On the Gray Oral Reading test, a standardized measure of decoding, fluency, and comprehension, student composite scores increased 20% on average. From September 2013 to January 2014, students enrolled in the program demonstrated 18% increases on a Read Naturally assessment of fluency and 19% increases in QRI reading comprehension scores.

Although out-of-district placements have fluctuated since fall 2012, overall placements have remained flat from fall 2012 to winter 2014. Many factors beyond Landmark placements impacted this number, including move-ins placed out of district by their former communities and the needs of children with social-emotional disabilities. No students have been placed at Landmark in the grade levels served by the IRWL program.

Despite support and interest from North Shore/Cape Ann communities, the MERSD has not yet enrolled students from outside the District. This is largely due to the current

level of need within the District and lack of available slots for children from other communities.

## Regionalized Technology Support Services (\$78,000)




*Hampshire Regional School District (Lead); Chesterfield-Goshen Regional School District;  
Towns of Southampten, Westhampton, and Williamsburg*



**Summary:** Five independent school districts share a superintendent of schools and central office support staff. However, each school district had its own technology support structures operating independently of Central Office, causing duplication of efforts and resources. This grant has allowed Central Office to begin an implementation of coordinated technology services across all the district schools, resulting in cost saving results. Additionally, grant funds have allowed the District to explore potential collaborations with representative town governments around web site development and the implementation of high speed fiber optic networks via the Mass Broadband Initiative.

**Performance report:**

*\*Data not yet provided by the recipient.*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To regionalize technology services across five separate school districts and evaluate the integration of school and town technology services.	# of new websites constructed	N/A	N/A	N/A	N/A	N/A	
	Increased teaching staff use of the website and other online tools	N/A	N/A	N/A	N/A	N/A	
	Increased efficiency of student transportation through streamlined bus routes	N/A	N/A	N/A	N/A	N/A	
	Decreased technology costs for each involved districts	N/A	N/A	N/A	N/A	N/A	
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*

*ACHIEVED*

The project was designed to reduce redundancies between 5 towns, 2 regional school districts, and 3 municipal school districts. The focus of the project was on data sharing, websites, training, and coordinated support for municipalities using the school department as the conduit for change and coordination. Previous to the work of the CIC grant, each school worked independently of each town and coordination/collaboration could be defined as competitive rather than collaborative and goal focused.

*Metric #2: Effective Delivery of Services*

*ACHIEVED*

Largely due to the coordination and outreach of HRSD's Technology Director, Kim Florek, town websites and information sharing were radically upgraded and improved. The outreach and coordination has been maintained. Ms. Florek's position expanded from HRHS only to be distributed to all five schools and supported by the 5 towns through the HRSD regional budget assessments.

*Metric #3: Gains in Service Delivery*

*ACHIEVED*

Our municipal partners continue to call on the school department for support and project participation especially related to data/information sharing and website improvements. Access to specific improvements are not quantifiable but there is a recognizable improvement town connections with the schools – municipal departments no longer view themselves as stand-alone entities with regard to schools, technology, and support. Ms. Florek, although the CIC project ended, continues to be sought out to participate in municipal projects and initiatives on the town side as well as others that coordinate schools with towns and towns with towns.

*Metric #4: Involvement of Stakeholders*

*ACHIEVED*

Stakeholders participated and were actively involved in our project, however, the majority of outreach was initiated by school staff in an effort to reach all stakeholders. District administrators – both school and central office – are more involved in town activities and welcomed as equal partners

*Metric #5: Operational Efficiencies*

*ACHIEVED*

Operational efficiency improvement centered on the improvements achieved by the schools in their electronic data sharing – within each school, between school, and as required by the Massachusetts Department of Elementary and Secondary Education. The

SIF (standard interoperability framework) agents purchased and install dramatically improved operational efficiencies. Electronic data sharing has reduced input and analytic redundancies, as well as increased access to information. Website access, timely/current information/content management, platform continuity, and coordination improved through the CIC grant activities.

*Metric #6: New Approach to Governing*  
N/A

A sought after governance change would be to fully regionalize the 2 regional and 3 municipal school districts. This, however, was not a goal of our project nor is it supported by member towns.

*Metric #7: Achieving Benefits for Communities and Residents*  
ACHIEVED

Website access, content substance, and coordination directly impacted community residents. Schools serve the residents of their communities and our efforts to connect our schools with our towns through cooperative technology projects has increased and provided benefit to all residents.

*Metric #8: Local Decision Making Intact*  
ACHIEVED

Aside from the expansion of Ms. Florek's role there was no structural change to local governance. That said, the quality and outcomes of our interactions and value to municipalities improved and thus increased our participation on local governmental community support.

## Southeast Technology Network (\$199,690)

Towns of Abington (Lead), Avon, Hanover, Hingham, Holbrook, and West Bridgewater;  
Bridgewater-Raynham, South Shore Vocational Technical, and Whitman-Hanson Regional  
School Districts; North River Collaborative



**Summary:** Working with 11 school districts, the North River Collaborative developed a regional technology network to efficiently address identified shared technology needs of school districts to increase capacity through shared resources. The project will prepare teachers to implement best practices in technology integration, create technology teacher leaders in participating districts, and establish a process and online system through which teachers can share effective technology infused lessons.

### Performance Report:

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To determine shared technology needs and to collaborate on regionalizing technology services	# of data sets analyzed	N/A	N/A	N/A	N/A	-----	Midway through the project a new student data analysis product emerged (BaselineEdge/ Longleaf) that districts also planned to use for educator evaluation. Therefore, districts moved toward using a <i>shared product</i> for data analysis instead of a <i>shared person</i> . This shared product allowed districts to analyze data locally, not requiring any additional staff.
	# of redundancies reduced	2	2	Stable	2		<ul style="list-style-type: none"> <li>Shared consultant for PD</li> <li>Shared procurement</li> </ul>
	% of costs reduced through group procurement	25%	25%	Stable	25%		
	# of staff trained	26	106	Decrease	100	-----	<ul style="list-style-type: none"> <li>Nature of training has changed</li> </ul>
	# of shared lessons will increase	35	50	Decrease	50		Includes lessons on: <ul style="list-style-type: none"> <li>Weebly website</li> <li>it'sLearning website</li> </ul>
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

## *Self-Evaluation:*

### *Metric #1: Reduction of Redundancies*

#### *ACHIEVED*

The Southeast Technology Network provided several methods for removing redundancies while providing enhanced delivery of technology services and expertise.

- The Network provided a single data system to serve multiple districts, and common formats and reports are provided using compatible software.
- The Network centralized instructional technology professional development across all participating districts to provide shared training.
- The Network created a Technology Help Center for network and hardware repair to span multiple schools and districts.

### *Metric #2: Effective Delivery of Services*

#### *ACHIEVED*

- Technology audits were completed for each of 10 districts, identifying potential cost efficiencies and cross district needs.
- A shared approach to student achievement data analysis to support instructional decision making was established across multiple school districts.
- Over 100 educators, administrators, and technology leaders were trained to implement best practices in instructional technology integration, and an online system for sharing technology infused lessons across districts was established.
- A centralized Technology Help Center was established for use by districts.
- A structure for group procurement of technology products was established that resulted in savings of 25-50% on required start-up costs and 15-25% on annual licenses for technology applications related to educator evaluation, student achievement, and web-based learning platforms for districts in the southeast region of the state.

### *Metric #3: Gains in Service Delivery*

#### *ACHIEVED*

- School districts now have access to student-level data analysis to improve instructional decision making that will ultimately improve student achievement. A product was identified and training was provided so that principals can implement this data analysis and answer questions they pose about their students—right at their own desktop. This is a preferable outcome to the original plan of using a data analyst to complete this work one step further away from the actual need for the data point. Principals and data teams can now run “real time” reports about students’ progress to inform their instructional decision-making.
- An Instructional Technology Integration Specialist provided training to 106 educators across the Network. This training built capacity in districts for effective technology integration through the formation and training of 18 building-based teams that will support and model best practices for improved student achievement. A

website for sharing lessons was established, and 10 districts contributed over 70 lessons.

- A Technology Help Center has been established to provide support services including: answering basic “how to” technical questions, creating new user accounts, resetting passwords, verifying correct hardware and software setup, providing and maintaining on-line tutorials, self-help knowledge bases, and other web-based support facilities.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

The Technology Advisory Committee serves as the governing structure and includes the Superintendent/Assistant Superintendent and Technology Director from each district and North River Collaborative. The Committee provided input regarding the infrastructure, procedures, staffing, and menu of service/product options. The Committee met regularly throughout the implementation period to guide the project work, to: select consultants, select data analysis tools, and identify and prioritize needed components of the shared Technology Help Center.

*Metric #5: Operational Efficiencies*

- The Network selected a software solution for districts to conduct data analysis and reporting, providing schools and districts with timely access to information they need to support their students. The product chosen has enhanced value because it can be integrated with, and used to support, a companion software solution to support the new Massachusetts Educator Evaluation System. By negotiating a discounted price for this grant period and for the future, districts have found this to be an affordable and sustainable solution.
- The NRC Weebly website for sharing lessons is established, and 10 districts contributed over 70 lessons which continue to be posted since the completion of the training. It provides a common, online platform for teachers from multiple school districts to efficiently share instructional lessons and resources with one another.
- A Technology Help Center for network and hardware repair has been established. The services available include: software and hardware support services, network services, application support and other services. However, school districts were not able to identify specific financial savings because of costs to contract for Help Center services. While these may ultimately lead to savings for the districts, this was a barrier that districts couldn’t overcome during difficult budget-cutting years.

*Metric #6: New Approach to Governing*  
**N/A**

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

- Technology infrastructure assessments were conducted to capture information on the technical environments, support infrastructures, technology effectiveness, and



opportunities for improving technical operations and cost benefits across all school district sites. Technology profiles were developed for each district to identify challenges and potential opportunities for improvements. Individual district needs were analyzed to determine common needs across the Network resulting in a summary report.

- Technology integration professional development was provided to 89 teachers and 17 administrators. This training built capacity in districts for effective technology integration through the formation and training of 18 building-based teams that support and model best practices for improved student achievement within their schools. Ultimately this will have a positive impact on thousands of students as teachers put newly acquired instructional technology pedagogy into practice and share strategies and lessons with colleagues.
- Economies of scale were realized by districts in the cooperative purchasing of technology items. Student data analysis and educator evaluation software tools were procured. As a result, a 25% discount was achieved for the school districts for the start-up implementation of the chosen software product, as well as a 15% discount on the annual rate per student for data analysis. Additionally, the talent management component was reduced by 50 % for the start-up implementation and 25% for annual fees. The cost for student data analysis software is based on a one-time, start-up district fee, plus an annual per-student rate. This allows for the flexibility to increase student participation over time.

*Metric #8: Local Decision Making Intact*  
*ACHIEVED*

The Southeast Technology Advisory Committee met regularly throughout the duration of the grant, responding to the scope of work and need for collaborative decision-making.

The participating districts:

- Participated in Technology Advisory Committee meetings regularly throughout the duration of the project
- Participated in Technology Assessments, including:
  - Participated in on-site meetings and tours with Technology Consultant
  - Provided data and records of technology assets and needs
  - Reviewed and provided feedback for draft technology assessments
  - Implemented Audit recommendations as appropriate
- Participated in the selection of data systems
- Provided school and student level data to implement the data systems
- Abington, Hanover, Holbrook, and Whitman-Hanson piloted systems for student data analysis that ultimately determined the selection of a common tool across these districts.
- Designated teacher leaders (coaches), teachers, and administrators to participate in training with the Technology Integration Specialist (totaling more than 100 staff)
- Specified needs for components of a centralized Technology Help Center

- Nineteen districts, throughout the Southeast Region, participated in vendor events to support decision making resulting in savings through group procurement

## Special Education Cost Savings through Full Regionalization (\$173,000)





*Freetown-Lakeville Regional School District*

**Summary:** The newly formed K-12 Freetown-Lakeville Regional School District developed and enhanced an in-district special education program for elementary school students.



*Performance report:*

*\*Data not yet provided by the recipient.*

Project Goal	Measure	Current Period*	Prior Period*	Trend	Target	Status	Comments
To determine shared technology needs and to collaborate on regionalized technology services	# of data sets analyzed						
	# of redundancies reduced						
	% of costs reduced through group procurement		25				
	# of staff trained	106	0		100		
	# of shared lessons will increase						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

*Self-Evaluation:*

*\*Not yet provided by the recipient*





## Expansion of the Southwick-Tolland Regional School District to Add the Town of Granville (\$44,000)

*Southwick-Tolland Regional School District (Lead); Town of Granville*



**Summary:** The Town of Granville previously maintained a separate K-8 school district and, utilized grant funding to merge the district into the Southwick-Tolland Regional School District.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To fully incorporate the school district of the Town of Granville into the Southwick-Tolland Regional School District to form the new Southwick-Tolland-Granville Regional School District	# of public transportation routes added	N/A	N/A	N/A	8	-----	The district absorbed 8 Granville bus routes 4AM and 4PM and 5 drivers into the regional transportation program. No busses were eliminated
	# of riders to the program	169 AM 161 PM	0	Stable	169		
	% of members of the general public who display increased knowledge of the transportation options	N/A	N/A	N/A	N/A	N/A	N/A
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*

*ACHIEVED*

- Eliminated school bus depot in the town of Granville
- All buses are now based in the regional transportation facility
- Eliminated special education director position
- At the central office level, eliminated separate financial record keeping for Granville
- Due to the elimination of the Granville Village School Committee all of the associated meeting times, reports etc. were eliminated

*Metric #2: Effective Delivery of Services*

*ACHIEVED*

- Significantly improved system delivery of special education services in Granville
- Significantly improved professional development opportunities for teachers
- Much more efficient physical plant/maintenance operation
- More efficient administration of accountability measures

*Metric #3: Gains in Service Delivery*

*ACHIEVED*

- Regionalization with Granville reduced the cost of public education in that community by 10%
- Extraordinary financial incentives as a result of expanding the regional district
- Ongoing capital debt services are now split three ways instead of two
- Much more efficient food services at the GVS which has increased reimbursement and student participation

*Metric #4: Involvement of Stakeholders*

*ACHIEVED*

- Municipal officials from all three towns were actively involved in the regionalization process
- As a result of the new regional agreement there is a financial roundtable established that involves representatives from all three towns to develop a yearly budget
- New regional school committee tries to schedule at least one meeting in all three communities at least once per year in all three towns.
- Regionalization has, to date, has been successful and no oversight board has been necessary
- Citizen satisfaction seems adequate to positive. There were transportation issues during the first year

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

- As previously mentioned professional development has become more standardized across all schools
- Data collection has been standardized across all schools
- Electronic purchase orders have standardized procurement across all schools
- Standardized technology in all four school libraries
- Significant progress toward baseline software at all school computers

*Metric #6: New Approach to Governing*  
**ACHIEVED**

- At the outset a transitional school committee was established for the first half year of the expanded district and consistent with the new regionalization agreement the current SC has representatives from all three towns  
(7 members weighted vote system)

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

- The consultant report provided a road map to achieving a real partnership with the three member towns
  - The areas included:
  - Curriculum and Instruction
  - Technology
  - Financial Record Keeping
- Loss of local control

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

- Approval of operating budget has in fact changed as a result of moving from a two town regional district to a three town regional district
- The operating budget is approved at Town meeting by any two communities
- To bring more stability to this new procedure the previously mentioned budget round table was established
- Concerted effort has been made to include representatives from all towns on the MSBA building committee which is very active at the present time.
- The largest town in the region has lost some degree of control of the budget process

## Vocational School District Expansion (\$23,975)

Northern Berkshire Vocational Technical Regional School District (Lead); Towns of Cheshire and Lanesborough



**Summary:** The oldest regional vocational district in the state, NBVST received a grant to add the towns of Cheshire and Lanesborough to the regional agreement. This will provide representation for the two towns on the regional school committee and will allow the communities to avoid costs over time by paying annual assessments as opposed to tuition.

**Press:** McKeever, Andy, "Lanesborough Opts to Join McCann District," iBerkshires.com, June 13, 2012.

**Performance report:**

*\*Data not yet received from the recipient*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To add two new communities to an existing regional vocational school district	# of new communities that gain access to quality vocational/technical education	2	0	Increase			
	Fiscal and operational efficiencies in pupil transportation regarding contractual bus routes	N/A	N/A	N/A	N/A	-----	
	Greater education administrative functions and improved participation as voting members of the regional school district	N/A	N/A	N/A	N/A	-----	
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*

*ACHIEVED*

Residents of Cheshire and Lanesborough had to up three options for vocational education which increased transportation and non-district tuition costs. Since joining the district both towns saved on transportation and tuition costs.

*Metric #2: Effective Delivery of Services*

*ACHIEVED*

Since joining the district student enrollment has increased collectively by 12 students. Access to quality vocational education and peer recruitment has become the norm.

*Metric #3: Gains in Service Delivery*

*ACHIEVED*

Since joining the district student access has increased and each community has an elected member representative on the school committee.

*Metric #4: Involvement of Stakeholders*

*ACHIEVED*

The district expansion process followed the DESE regulatory process with all 7 member committees approving unanimously and the new committees approving by overwhelming votes of 78-1 and 87-6. Each member community has elected representation on the school committee.

*Metric #5: Operational Efficiencies*

*ACHIEVED*

Since joining the district both towns have experienced lower transportation and tuition costs and have streamlined municipal budgets as well as provide a more focused vocational education option for their citizens.

*Metric #6: New Approach to Governing*

*ACHIEVED*

The new district agreement streamlined governance and allowed each of the new towns to share in that governance.



*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

The original school district added two communities which stabilizes municipal budgets; increases cost sharing and created a new district agreement document fully compliant with current statutes.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

Prior to joining the district both towns had no voice in district operations, joining they now have elected members of the school committee.

**Environment/ Public Works Projects**




**Pioneer Valley Conservation Commissions Compact (\$132,455)**  
*Pioneer Valley Planning Commission*



*Summary:* CIC funding allowed the Commission to develop a compact to provide technical assistance the region's communities and land trusts for land conservation, open space, and wetland protection.

*Performance report:*

*\*Data not yet received from the recipient*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional conservation commission compact	# of wetlands protected will increase						
	# of open spaces protected will increase						
	# of residents with access to open space will increase						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

*Self-Evaluation:*

*Metric #1: Reduction of Redundancies*  
**NOT ACHIEVED**

Reduction of redundancies was not a primary goal of our project.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

Service delivery was increased over the previous service model. PVPC provided services to land trusts and municipal Conservation Commissions that had not previously been provided. These services included:

**Conservation Related Services**

- Performed Conservation Restriction monitoring at 8 properties
- Completed Baseline Document Reports at 5 properties
- Developed a land management plan for 1 property (250 acres)
- Completed boundary marking with land trust signage at 2 properties
- Grant writing for 2 LAND Grants for conservation land acquisition, both awarded: 134 acres in Southwick, 4.3 mile greenway rail corridor in Southampton
- total funding awarded \$582,120

**Conservation Stewardship Services**

- Designed, permitted stream crossings and constructed 1 trail including 3 stream crossings
- Constructed 1 trail along designed alignment
- Conservation land inventory and mapping, including brochure design for Town of Southampton
- Conservation land inventory and mapping for Town of Hatfield
- Developed Request for Quotes (RFQ) for performance of a Phase I All Appropriate Inquiry for the Southampton Greenway acquisition

**Educational Services**

- Conducted workshops for Compact members on:
  - Performing Baseline Document Reports
  - Conservation Restriction Monitoring
  - Trail construction
  - Resources and funding opportunities for land conservation

Developed guidance documents on the following topics:

- Organizational efficiency for land trust boards
- How to recruit and keep volunteers for conservation land stewardship
- Conservation Restriction stewardship guidance
- How to structure a legal defense fund
- Trail building and maintenance guide

**Wetland Permitting Review Assistance**

- Assisted with review of 2 Notice of Intent for Town of Hatfield

#### Compact Administration

- Developed a framework for a Revolving Loan Fund (RLF) for conservation funding
- Outreach to potential funders including non-profit foundations to capitalize RLF
- Outreached to towns and land trusts in the region about participation in Compact
- Established operational oversight of the Compact for Pioneer Valley
- Conservation under the 501c3 Pioneer Valley Regional Ventures Center.

#### *Metric #3: Effective Delivery* **ACHIEVED**

The quality of services provided was improved, because all of the services noted in Metric #2 were services not previously provided by any other entity. In most cases, due to the volunteer nature of the boards or Commissions, this work was not previously getting done. Conservation Restriction monitoring, grant writing, trail design and construction are all examples of work or projects that boards or Commissions did not have time or capabilities to complete previously, but that were successfully completed under this project.

#### *Metric #4: Involvement of Stakeholders* **ACHIEVED**

Services provided under this grant were provided directly to the 2 municipal Conservation Commissions and the 3 land trust boards of directors that became members of the Compact for Pioneer Valley Conservation. Each of these boards prioritized and decided which services they wanted to receive, and guided the delivery of services. Multiple meetings were held with each board to gain stakeholder involvement.

#### *Metric #5: Operational Efficiencies* **ACHIEVED**

This project developed a guidance document on organizational efficiency for land trust boards, which was also presented in PowerPoint format to the three participating trust boards. This provided guidance on understanding board responsibilities, board composition and management, how to delegate work and develop a records management system, how to develop a community outreach program and annual report, how to evaluate land conservation projects, fundraising, developing a volunteer program, and hiring staff.

#### *Metric #6: New Approach to Governing* **ACHIEVED**

This project created a new Compact for Pioneer Valley Conservation, utilizing a Memorandum of Agreement between the participating parties to establish this new non-

profit regional partnership. While the Compact is not a “new governance structure”, it does promote regional cooperation and efficiency among the partners, which include municipal boards and non-profit land trusts.

The purpose of the Compact for Pioneer Valley Conservation is to provide technical assistance to the Pioneer Valley region’s communities and land trusts for land conservation, open space and wetland protection. Some of the main objectives of the Compact for Pioneer Valley Conservation include:

- Provide more qualified, affordable, professional conservation services by pooling resources and expertise;
- Improve the capacity of municipalities and land trusts to protect important open space, natural resource areas and wetlands, improving the quality of life for all residents;
- Improve the scope and quality of conservation services available to residents and achieve maximum impact with limited resources;
- Increased capacity to apply for grants and be more competitive in grant applications, bringing additional resources to their communities, and;
- Avoid municipal liability for problems arising from unmet statutory responsibilities.
- Conservation commissions and land trust board members are able to focus on policy making and guidance instead of service delivery and enforcement.

*Metric #7: Achieving Benefits for Communities and Residents*

**ACHIEVED**

Under this project, \$582,120 in LAND Grants for land protection were received for 134 acres in Southwick (Winding River Land Conservancy will hold the Conservation Restriction), and a 4.3 mile greenway along a rail corridor in the Town of Southampton. Increased access to community open space has been accomplished through performance of the stewardship services identified above. Specific services of note include creation and mapping of trails at the Running Gutter Watershed in Hatfield, and Goat Rock in Hampden. Performance of the Conservation Restriction monitoring for the Knittel Conservation Area in Blandford also included creation of a map of the extensive trail network to be made available at the kiosk at the parking area. The updated Conservation Lands Brochure for the Town of Southampton will be available in hardcopy and online for the public. The brochure maps all publicly accessible land in Southampton, allowable uses, and parking.

*Metric #8: Local Decision Making Intact*

**ACHIEVED**

As noted above, services provided under this grant were provided directly to the 2 municipal Conservation Commissions and the 3 land trust boards of directors, which became members of the Compact for Pioneer Valley Conservation. Each of these boards prioritized and decided which services they wanted to receive, and guided the delivery of services. Consequently, there was no loss of local decision making.

**Regional Equipment Sharing Cooperative (\$58,000)**

*Towns of Brookfield (Lead), Brimfield, East Brookfield, West Brookfield, and Warren*



*Summary:* These five communities have been unofficially sharing equipment for several years. After a tornado struck the area in the spring of 2011, the communities decided to develop an official system of sharing highway equipment that is necessary for all five towns. Grant funds allowed for the purchase of a sign making machine and an asphalt roller, and the development of a formal agreement.

*Press:* Ellery, J.P., "Brookfields cut costs in highway cooperative," *Worcester Telegram and Gazette*, December 22, 2012.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional highway equipment cooperative	Draft and implement an Inter-Municipal Agreement						The Towns voted to establish the RHE COOP by executing the IMA. The RHE COOP is fully operational.
	Establish a Board of Directors to govern the program						The Board of Directors meets quarterly and is actively overseeing operations.
	Develop and maintain equipment tracking spreadsheet						The Project Coordinator records the equipment borrowing as reported by the Highway Superintendents.
	Jointly purchase supplies and services						The 6 communities have conducted joint purchases for paint, centerline painting, and sweeper brooms. Superintendents continue to discuss other items to procure jointly.
	Purchase sign-making machine and asphalt roller						The COOP procured these items and members use them on a regular

							basis.
	Hire a consultant to evaluate the feasibility of hiring regional employees						After some initial delays, the Consultant is now working on the study.

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*  
**ACHIEVED**

Communities join together to purchase supplies and services. In the past, each town conducted its own procurement for all of its highway supplies. For many items used by each department, the RHE COOP Coordinator now completes one procurement on behalf of all of the communities. In addition to eliminating redundant efforts, this approach yields lower costs through economies of scale of large quantities.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

The Coordinator tracks the borrowing of equipment among the participating towns. Based upon the FEMA Equipment Rates, the highway departments borrowed over \$30,000 in equipment and personnel during the first year of the program. In many cases, this enabled departments without the required equipment to perform work that it would otherwise be unable to perform.

Member towns also jointly participated in two procurements and achieved substantial savings. The COOP purchased highway paint at a price of about \$14 less per five-gallon bucket than in the previous year, saving the five towns a total of \$938. Secondly, a joint procurement of roadway centerline painting by a private contractor yielded a saving of about 3.5¢ per linear foot or about \$24,920 overall for approximately 712,000 linear feet of road in the five towns. This saved each town an average of about \$5,000.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

One of the principal purposes of the program is to provide access to equipment that some departments do not possess. As small, rural towns, each town cannot afford all of the highway equipment it needs to perform its essential services. By creating a pool of equipment from all six members, most of the equipment these departments require exists somewhere within the inventory. Rather than having to contract with private vendors and pay high prevailing wages, the departments can borrow a piece of equipment at no cost and use town employees, resulting in significant cost savings. For example, Brookfield has a roadside mower that performs a routine task more efficiently than hand mowing. By making this unit available, other communities can complete their mowing more quickly, thereby freeing up staff to perform other functions.



Another way in which the COOP has improved service delivery is through its ability to obtain grants for highway related purposes. Small towns typically operate on a “bare-bones” budget and often cannot afford special equipment. A granting organization may not award a grant to a single community, but it may look favorably upon a regional entity that will use the resources to satisfy a broader spectrum of need. The RHE COOP applied to the Central Region Homeland Security Advisory Council on two separate occasions and received funding for new radios and an emergency tree trimming trailer. The new radios allow the highway departments to communicate with each other, which will be invaluable in emergencies. A town can call for aid and immediately connect with their counterparts to ask for assistance. The tree trimming trailer has a wide assortment of tools needed for tree work and will benefit communities by helping to open up roads after severe storms and expedite clean-up of debris from roadsides. The RHE COOP is able to leverage outside funds by demonstrating to donors that a cohesive entity can manage grants and implement detailed work programs to satisfy the funding organization’s objectives.

*Metric #4: Involvement of Stakeholders*

**ACHIEVED**

The RHE COOP evolved out of an informal sharing of equipment among several highway departments. As its success became apparent, five communities decided to formalize the program via an Inter-Municipal Agreement. The IMA established a Board of Directors with two members from each town, a member of the Board of Selectmen and the Highway Superintendent or Surveyor. The Board provides policy direction and oversees the operations of the RHE COOP. Having a member of the Board of Selectmen from each town on the Board is an important safeguard and insures that program operates with fiscal responsibility.

*Metric #5: Operational Efficiencies*

**ACHIEVED**

The highway departments improved their efficiencies in two ways: 1) They purchase supplies together that each town was purchasing on its own. For example, they combined an order of road line paint to one vendor, and through a larger volume, achieved a lower price per bucket of paint. 2) By borrowing equipment from another member town, they reduce overhead and administrative work. One Superintendent can simply call another and arrange to borrow a piece of equipment. This avoids unproductive time obtaining prices from private vendors, supervising their work, and approving invoices. This arrangement results in more “boots on the ground” from workers most knowledgeable about their own infrastructure.

*Metric #6: New Approach to Governing*

**ACHIEVED**

The RHE COOP operates under the framework of an Inter-Municipal Agreement. Each Board of Selectmen signed onto the IMA on behalf of their town in order to join the Cooperative. The IMA establishes a governing structure of a Board of Directors. Each community has two members on the Board, a member of the Board of Selectmen, and the town's appointed Highway Superintendent or elected Highway Surveyor. The Board reorganizes each spring after local elections and elects a Chairman to run meetings and serve as the COOP's ambassador for public events and presentations. The Board of Directors meets quarterly to set policy, approve rates, authorize grant applications, and provide direction to the COOP's Director and Coordinator. Since the COOP is not a governmental unit, it works closely with the Brookfield Board of Selectmen when official actions are necessary. For example, if the COOP wishes to hire a consultant to complete a specialized study, it will make a recommendation to the Selectmen to execute the contract and identify available funding sources.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

1. The program has achieved the principal benefit described in the application. The hypothesis at the time of application was that small highway departments, typically 2-4 person operations, could accomplish significantly more work by lending and borrowing equipment. In the first year the COOP demonstrated that this benefit is not only possible but the model actually works. The system is now an integral part of departmental operations. Based upon FEMA reimbursement rates, the system saved the member communities about \$30,000. Departments were able to complete their projects at lower cost and use the savings for other purposes.
2. Through the CIC grant the COOP purchased a new street sign making machine. The highway departments are now able to make road signs at about 44% off the cost of purchasing the same sign from a private vendor. This means that: a) the departments save money on signs, b) they replace signs on a more frequent basis, which aids motorists traveling in unfamiliar territory; and c) signs comply with federal highway sign regulations since the computer software conforms to the Manual of Uniform Traffic Control Devices (MUTCD).
3. The COOP also purchased a new 1-ton asphalt roller and trailer with CIC funds. The roller has seen heavy use since its purchase. Superintendents find it very useful when working on small paving jobs, which is one of their most frequent activities.

*Metric #8: Local Decision-Making Intact*  
**ACHIEVED**

The RHE COOP is a voluntary organization. Towns decided to participate and remain in the COOP because it has proven to be a practical response to the heavy demands placed upon highway departments. The superintendents work together in a spirit of cooperation and discuss ways they can accomplish their duties more efficiently. Discussions may center on how to obtain equipment that costs more than a single community can afford on its own; or perhaps they may combine purchases highway supplies to obtain a lower cost. They have also coordinated joint training exercises (flagger training, CPR) and are able to provide a central location to hold the training. Training organizations benefit by

having larger classes of participants, reducing the number of times it offers the program, and minimizing travel to fewer sites.

Since it is a voluntary organization, there is no loss of control. Each department may participate in a COOP activity at its own discretion. For example, several communities may decide to jointly purchase drainage pipe for the upcoming construction season, but towns that do not have a need for these materials do not have to participate.

As noted above, a Board of Directors governs operations. Including a member of the Board of Selectmen from each town helps to insure the political sustainability of the program. The Board may recognize the value of a proposed activity, and it may work to inform and educate the decision-makers from their own community. However, approval of municipal funds for COOP activities remains at the local level. The Board, with the assistance of the Director, must fully justify the benefits and cost savings in order to achieve local approval.

*Towns of Spencer (Lead), Auburn, Charlton, Dudley, Holden, Leicester, Millbury, Oxford, Paton, Shrewsbury, Sturbridge, Webster, and West Boylston*



**Summary:** New Environmental Protection Agency (EPA) requirements can be expensive for many small communities. Working together, these towns combined resources to develop comprehensive systems to generate the necessary data and to inform the public of issues involving storm water.

**Performance report:**

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a collaborative approach to stormwater management and education	# of new communities receiving the same training as municipalities from FY12	17	0	Increase	17		The project consultant performed two training sessions, which allowed all 17 new communities to participate
	# of new communities trained on the use of water quality test kits	17	0	Increase	17		The project consultant performed a training session that included engineers, conservation agents, town administrators, and highway personnel from participating municipalities.
	# of new communities will be trained on PeopleGIS	17	0	Increase	17		New communities were trained on the use of PeopleGIS, the on-line database of stormwater infrastructure and forms tracking
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013






**Shared Municipal Portable Closed Loop Pressure Wash Water Recycle System for Commercial Fishing Fleets in Harwich and Chatham (\$25,000)**

*Towns of Chatham (Lead) and Harwich*



*Summary:* These two participating communities utilized grant funds to purchase and share, through an intermunicipal agreement, a piece of equipment to expedite the cleaning of commercial fishing boats.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To purchase and share a municipal portable closed loop pressure wash water recycle system for commercial fishing fleets	# of boats utilizing the system	6	0	Increasing	25		This past season was the first season in which the equipment was used. Spring is the season for haul-outs, so the program will likely see a large increase in use.
	Amount of wash water collected and disposed of at the end of the fishing season	400 gallons	0	Increasing	400 gallons		Recycle system has performed as designed.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

**Information Technology Projects**

**Berkshire On-Line Municipal Building Permits (\$110,835)**

*Berkshire Regional Planning Commission (Lead); Towns of Becket, Dalton, Monterey, Lee, Lenox, Richmond, and Sheffield*




**Summary:** Grant funds allowed the Berkshire Regional Planning Commission to work with seven communities to develop an online building permitting system. Funds were utilized to purchase software and field equipment and to implement the program.

**Press:** Lindsay Dick, "Permit Eyes' program aims to ease building projects," *The Berkshire Eagle*, March 4, 2013.

**Performance report:**

Project Goal	Measure	Current Period*	Prior Period*	Trend	Target	Status	Comments
To develop a regional system of online building permits	# of communities served by the program will increase						
	# of certificates of inspection		308				
	# of certificates of occupancy		6				
	# of hits to the webpage by the public		2,049				
	# of registered users		309				
	# of municipal officials receiving training in the program		20				
	# of municipal inspectional officials functional in PermitEyes software		73				This is the number of officials who have some type of regulatory approval or sign-off responsibility in the towns, not the number of towns proficient in the program.
	# of uses by other municipal officials		314				This number includes officials such as Fire Department, zoning, and Department of Public Works officials

Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----
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\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

### *Self-Evaluation:*

#### *Metric #1: Reduction of Redundancies*

##### *ACHIEVED*

Previously, the building inspector took notes on a paper pad in the field and completed the appropriate forms once back at the office. PermitEyes, the building permit software, allows the inspector to view and record inspection results in the field, and upload the results. The inspector fills in the permit electronically using dropdown selections and text input. This allows for greater efficiency of inspector time and reduced time to process applications.

Additionally, contractors working in the municipality only need to input their information once. When a contractor works on another job in the same municipality or conducts work in another participating municipality, the PermitEyes software automatically populates the routine information.

#### *Metric #2: Effective Delivery of Services*

##### *ACHIEVED*

Previously, applications were available at the town hall during business hours and applicants could get status updates by visiting or calling a building department official during their office hours. Currently, applications and status updates are available online 24/7 for residents and business owners. Towns with limited Internet and computer availability have elected to provide public kiosks in the town's library or selectmen's office where users can review and submit applications online. Additionally, all of the municipalities still currently accept paper building permit application forms.

#### *Metric #3: Gains in Service Delivery*

##### *ACHIEVED*

With PermitEyes software, users have 24/7 online access to building permit applications. Users can access information and respond to questions when it is most convenient for them and without ever leaving their home or place of business. To date, there have been 1.56 million web hits and 1,652 users registered on the Berkshire building permits website. Users have submitted more than 2,500 applications. There are more than one hundred staff persons fully functional in the PermitEyes program.

#### *Metric #4: Involvement of Stakeholders*

## *ACHIEVED*

Municipal officials, including building inspectors, created an ad hoc group with the goal of successfully implementing online permitting in their towns. Municipalities retain full control over the project, and contracts are between the software vendor and individual municipalities.

Although no formal surveys have been conducted, there is anecdotal evidence of user satisfaction with the new system.

### *Metric #5: Operational Efficiencies*

#### *ACHIEVED*

Within the individual municipality, the Building Department is able to increase the efficiency of work and to interact more effectively with other municipal officials using PermitEyes. The PermitEyes software, when combined with a tablet for field work, automates much of the permitting process and building officials spend significantly less time on routine administrative.

### *Metric #6: New Approach to Governing*

#### *ACHIEVED*

Not only does the online permitting system allow for more convenient access to the public, but also it streamlines the permitting process internally by establishing workflow and seamless communication. Many town offices are only open part-time to save money, presenting a public hardship for users/residents who want greater access to municipal services. Online permitting represents a major achievement of technology as well as a fundamentally new way for Berkshire towns to do business.

The project presents a relatively new way to conduct the routine, yet time-consuming process of periodic inspections. Whereas the non-online method of periodic inspections is cumbersome and time consuming, the online system automates much of the process. To date, there have been 758 periodic inspection approvals granted using the PermitEyes software.

### *Metric #7: Achieving Benefits for Communities and Residents*

#### *ACHIEVED*

With the PermitEyes building permit software, users are now able to submit and track permit applications 24/7 online. Users can also schedule inspections, print permits and pay fees online. This allows for greater transparency in the application process. Municipal officials ultimately spend less time on routine processes (i.e. fewer phone calls to schedule inspections, fewer checks handled, less time spent storing and retrieving files).

### *Metric #8: Local Decision Making Intact*

#### *ACHIEVED*



All seven participating towns maintained autonomy and complete control over the entire building permit process. Municipalities retained their own building departments and officials. Officials created an ad hoc group to ensure that the permitting programs met the needs of their communities.




**Cloud-based Open Source Integrated Municipal Financial Management (\$290,710)**

*Town of Royston (Lead); other municipal members of the Community Software Consortium (CSC)*



**Summary:** The Community Software Consortium (CSC) is a nonprofit group established over 20 years ago to assist communities with their financial reporting requirements in the Division of Local Services (DLS)'s Gateway reporting system. Working with the Town of Royalston as the lead, the CSC utilized grant funds to establish cloud-based assessing and tax collecting systems.

**Performance report:**

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional collaborative approach to municipal financial management software	% of developed software modules successfully address the design criteria established in the requirements phase						
	% of applications accessible from any internet-ready device and that complex reports or forms show acceptable performance service levels						
	% of applications with working controls to manage community-specific identification and authorization						
	# of communities interested in converting to and adopting the resulting software applications						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

**Self-Evaluation:**

**Metric #1: Reduction of Redundancies**

## *ACHIEVED*

In the new system, our software is installed one time in the cloud, and all updates are made one time in the cloud directly to the system. This eliminates the need to install systems locally at each community or to make time consuming and expensive software updates for each one. Updates are distributed immediately to all users. This addresses a critical problem of users not using the latest system, and spending hours trying to understand issues that have already been addressed.

Rekeying of data between various computer systems is expensive in terms of hours of labor, and fraught with possibilities of producing errors while moving data. As a result of this project, we have centralizing our assessing and collection systems in the cloud, and fully integrating them, eliminating these redundancies. All data is transferred between systems directly.

### *Metric #2: Effective Delivery of Services*

#### *ACHIEVED*

There is no decrease in the delivery of services. In fact, the opposite is true.

- The identical product is available to communities either locally or in the cloud.
- The cloud-based delivery of software results in the ability for users to access data using less expensive computers, without the need for a network, and is not dependent on location or access to a town building.
- Previously, an official had to be at a fixed work-station to access the computer system. With the new system, the official can still access the identical information from their work-station.

### *Metric #3: Gains in Service Delivery*

#### *ACHIEVED*

By moving to a cloud-based system for our collections and assessing, we have increased the effectiveness of our service delivery dramatically.

- Data is now protected and secure. If a town is hit by viruses or attacks, their data is still secure. In the past if their computer crashed, and they didn't have a backup, they would lose everything. We know of three towns that were recently hit with viruses. One had no backup and had to hire an expensive service to try to recover information from the computer. The one that was in the cloud was protected because it was remote from the attack, and also had regular backups. There was no interruption in service whatsoever.
- Access is now available 24 hours a day, from any location. If the town hall is not accessible, the data and ability to work is not affected.
- Vendors or consultants who provide support to the community can provide that support without having to drive to the community, saving time and money.

### *Metric #4: Involvement of Stakeholders*

#### *ACHIEVED*

Stakeholders were involved in every aspect of the project. All CSC members are both stakeholders and users of the software.

- The project manager was a user of the software and as such was able to insure that the cloud system delivered the identical (or better) features and results.
- Initial system layout and designs were created by the project manager (user) and then reviewed by the CSC Board (made up entirely of users.)
- Mockups of designs were also circulated to select users for feedback and approval.
- Actual data from two towns was used in the design and testing of the system.
- Users from 67 member/user communities were surveyed during the course of the project.
- A presentation was made to all users at the annual member meeting. Feedback from the meeting was universally very positive.
- The CSC Board met monthly and reviewed updates and project status.
- The project team included stakeholders such as tax collectors who were involved with every aspect of the project. They created extremely detailed documents that outlined how every button or field on a screen should behave as well as how underlying fields and tables were mapped. A comprehensive set of ‘use cases’ was created so that a tester could walk through for each application function. They took great care in developing the location of fields, font size, colors, and types of keystrokes that would “optimize the user experience” – delivering “an exceptional customer experience” was a top priority for the project team stakeholders. During the testing, each element was tested side-by-side with the original system to insure the smallest details were correct.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

Economies of scale and operational efficiencies have been achieved by moving our system to the cloud.

- Software – only one install of software required in the cloud, rather than on separate computer systems in 67 communities.
- Security - data now protected by data professionals, and not subject to loss due to lack of backups, system failure, virus attacks, etc.
- Reduction in cost of equipment, as expensive data processing computers are no longer needed. Towns with outdated servers, or computers are spared the expense of replacing them with high cost new machines, since they can now process all their data in the cloud from any kind of Internet device. One of the CSC ‘beta’ towns will be doing precisely this starting in January 2014.
- When cloud software is updated the cost of traveling to the town to update the software is eliminated.
- Because the data is cloud hosted, system updates and new features get delivered to all towns immediately.
- No longer have to physically transfer data between assessors’ and collectors’ computers.
- Problems that users have can be fixed immediately without having to travel hundreds of miles to fix the problem.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

The CSC statewide 67 member/software users provides an excellent example of a governing structure that can be adopted by others. As a consortium of municipalities organized under MGL 40, § 4A for interlocal purchasing agreements, it is self-governing and insures that stakeholder participation and our responsiveness is central to all activities, and that all dollars are spent according to the desire of the members. Responsive service and user experience are the driving motive, rather than profit - as is the case with commercial entities.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

The benefits of the first phase (collection and assessing modules), of an advanced integrated municipal financial IT affordable for all Commonwealth communities are as follows:

- Centralized system administration, security, database administration, and disaster recovery planning that are in the hands of professionals;
- Created state of the art financial applications which aim at labor-saving integration among modules with flexible and powerful ad hoc reporting;
- Full access through any Internet-ready device attached to a broadband connection;
- Supports regionalized staffing innovations by making municipal information independent of distance, locations, and office hours;
- Provides municipal data and applications, as appropriate, to all users anywhere who have an Internet connection, making the Internet the town's network environment;
- Is free of local hardware and software upgrade costs;
- Allows the software modules to benefit from the open-source, free licensing model that generates cost-free highly-relevant enhancements; and
- Provides access to informed and responsive support and training services.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

Local control and decision making is supported in several ways.

- Members of the CSC are users of the software in their community. Since the users (communities) own the product, they have ultimate control over the decisions about the product. Users decide the cost, the features, what upgrades to fund, etc.
- CSC products are less expensive than commercial alternatives and the new Cloud based software reduces costs to communities even more. Since most decisions in communities are driven by financial considerations. As costs go up, decisions & choices become more limited. By reducing costs, they are free to consider different decisions about how to allocate tight resources – the communities own the software, design the software, and can rapidly implement new needs-based features.




- Because the product is now cloud-based, communities can access the product from anywhere. The result is that the local community can decide for themselves how they want to use the product and how much control they want locally for data input and management. They can consider decisions about utilizing expert or regional services that may not be local, but who can log into the system and provide help.
- Because the CSC Cloud based software model is ‘open source’ & community user needs- driven, it is fundamentally more inclusive, and more responsive to local needs. It is not proprietary and exclusive. In the later scenario, the numbers of users drive profitability cost-benefit effectiveness decisions, not responsive emerging community end users’ needs.



*Summary:* In 2009, the City of Boston developed a smart phone application to allow residents to report non-emergency issues, such as potholes, to local government. Grant funds were utilized to bring this type of technology to 46 other communities from across the Commonwealth.

*Press:* Metrowest Daily News, “New state app allows residents to report quality of life issues,” Metrowest Daily News, December 17, 2012.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a series of mobile phone applications to improve access to municipal services.	# of municipalities participating in the program						
	# of residents living in participating municipalities						
	# of requests made through the app						
	# of potholes filled, graffiti removed, streetlights fixed, etc.						
	# of downloads of the app						
	Ration of downloads of the app to the population of participating communities						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-Evaluation:*

*Metric #1: Reduction of Redundancies*  
**ACHIEVED**

While the reduction of redundancies was not the intent of this program, it may be a by-product of it. By providing a common service-reporting platform across 57 municipalities, there is an opportunity for shared investment, development and analysis in the future.

For example, rather than each municipality developing different metrics and reports to gauge engagement in their towns, we could now be able to develop reporting dashboards that work across all platforms.

Commonwealth Connect, perhaps, reduces the most redundancies for residents. Rather than have different reporting app for multiple municipalities, now many people only need one.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

From potholes and graffiti to broken streetlights and broken sidewalks, 15,154 cases have been reported since launch using Commonwealth Connect. Of those, 13,186 have been closed – an 87% service request closure rate. While a complete audit would need to be done to confirm this, given our experience in Boston, it is highly likely that Commonwealth Connect has increased – not decreased service.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

As noted, Commonwealth Connect has been used over 15,000 times to report an issue to local government. To date, there have been 4,866 downloads of the Commonwealth Connect for mobile devices (Android & iPhone) which indicates an engaged, participating and growing citizen community.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

All 56 participating municipalities (listed below) have required top governmental leadership approval. Selectmen, Mayors as well as operational line management have not only all accepted and endorsed the concept of Commonwealth Connect, they have followed through and implemented it. Some of the support from local officials and the complete list of participating cities can be seen [here](#).

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

Anecdotally, the Commonwealth Connect system has given municipalities better tools to track specific work orders and to see performance and reporting trends.

More analysis will need to be done to see if these tools have also resulted in more efficient or effective work.



*Metric #6: New Approach to Governing*

**ACHIEVED**

We would like to create a governance body for this product across the municipalities to guide future investment & development, as well as to share best practices. That has not yet been established.

*Metric #7: Achieving Benefits for Communities and Residents*

**ACHIEVED**

The direct benefits for communities so far have been:

- 1) A new way constituents can report problems in their neighborhoods
- 2) Over 13,000 problems fixed in their community.

*Metric #8: Local Decision Making Intact*

**ACHIEVED**

While Commonwealth Connect is a shared platform, municipalities have been able to customize the branding and the request types to fit their needs and requirements.

**Digital Regionalization: Permit, License, and Inspection Automation (\$500,000)**

*Cape Cod Commission (Lead); Towns of Barnstable, Brewster, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Nantucket, Provincetown, Sandwich, Truro, Wellfleet, and Yarmouth*






**Summary:** The Cape Cod Commission received funding to develop a regional system of online permits. The Commission procured the services of the vendor Acela to establish an automated solution for all permits and licenses issued by each of the participating communities.

**Press:** Milton, Susan, "State Grant Could Lead to Digital Revolution on Cape," *Cape Cod Times*, December 21, 2011.

Mullaney, Kevin, "Grant will enable regional e-permitting system," *Provincetown Banner*, April 8, 2012.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
	% of permits in participating communities that are functional						
	# of towns opting into the program						
	# of days decreased in the transaction time to process permits and licenses						
	# of times users check the status of their projects online as opposed to the telephone						
	# of transactions taking place during non-traditional work hours						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-Evaluation:*

*Metric #1: Reduction of Redundancies  
ACHIEVED*

In the past, various municipalities have all used different home grown forms as well as numerous data management systems for their permitting and licensing needs. The forms were difficult to maintain due to the varied platforms on which they resided. After a procurement process, the Commission and towns selected Accela's software as its preferred solution. With this e-permitting solution, dynamic forms were developed which follow a template but change to the subtle differences in fees and language in each municipality. The look and the feel over all are uniform while allowing for customization. Additionally, the local systems were older and not keeping up with the newer demands of electronically savvy users. Citizens and contractors will now go into hosted websites that all have the same look and navigation regardless of community.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

With the new system, clerks are able to more effectively look up past and current projects. This means shorter wait times for the public when they visit a municipal building to pull a permit or review work that is happening in their neighborhood. The clerical staff no longer has to rifle through files and make copies. The staff can quickly search and print out the desired information for the public, providing enhanced service delivery. With the professional licenses from the Commonwealth imported into the Accela solution, clerical staff no longer has to search multiple web sites or take copies of physical licenses to ensure the contractor or professional is current. Another time saving benefit to the Accela system is the integration of financial management software. The system automatically notifies the clerk or applicant that there are unpaid liens that must be addressed. This saves clerical staff from having to contact the finance department or search for the information on their own.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

As the pilot towns have gone through their testing and go live process, the third and final step is utilizing the Citizens Access section of the software. Citizens and contractors never before had the option to submit an application electronically. Offering this option greatly increases delivery of service. No longer are citizens and contractors beholden to drive to a municipal building or wait on the phone during working hours. They can now go online 24/7. As more data becomes available, the metrics will be reported accordingly.

Additionally, municipal staff can now use tablets when going on inspections so they can quickly perform the inspections, reschedule or give the owner or contractor more information instantly.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

A user group has been convened with employees from the towns currently utilizing the Accela solution. The purpose of the user group is to discuss best practices, issues and resolutions. Another key function of the user group is to share resources. For example, a town may need to modify a report using Crystal and their staff might not have the skills to perform this task.

However another town in the user group might have the resources to perform this task. The e-permitting users group generally meets monthly or as needed. Once the citizens' access sites have been up long enough to collect statistically significant amounts of data, the Commission will conduct a survey of the users to assist with improvements.

The governance committee of the Commission's Strategic Information Office continues to meet regularly to discuss e-permitting and other regional initiatives. The committee is comprised of the Town Manager / Administrator from each of the 15 Barnstable County towns and Nantucket. The committee discusses the next phases of the e-permitting project, provides feedback and offers suggestions on additional cost-saving efficiencies that can be attained.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

As mentioned in metric #2, numerous efficiencies for the "back end" staff have been realized by implementing this e-Permitting solution. Annual license renewals no longer require a letter generated from word processing software to individually customize a renewal letter. Municipal staff will now, with a one click report, generate fully customized letters for all renewals that are expiring in a chosen timeframe.

Municipalities in Barnstable County do not all utilize the same assessor software packages. This made sharing assessor data difficult because format and platform differences would require hours of data manipulation. Through this project the Cape Cod Commission worked with vendors to build a data repository that will take the data extracted from the municipalities, normalize the data and then send it off to the e-Permitting vendor for use. This now gives Cape Cod a dataset of normalized data that can be shared among the municipalities and utilized in other programs such as GIS mapping, land use and other planning projects, and is useful in preparing grant applications.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

Allowing citizens access 24/7 to key services allows the region to take a larger step towards digital governing and giving greater flexibility to small towns that experience rapid growth in the summer months. By eliminating time consuming paperwork and giving new tools to staff, such as tablets, the municipalities of the Cape Cod region are becoming more efficient and ready to meet the demands of an elastic population. Allowing transparency increases the flexibility the municipalities have as well as increases accountability for both staff and citizens. Inclusion of financial management software improves the efficiency of unpaid lien collections.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

Removal of redundancies:

Towns now utilize an e-Permitting system which pulls in parcel information from GIS and auto-populates applications both for the back end staff and citizens utilizing the public portal.

Reductions in personnel or unfilled positions eliminated:

Allowing citizens to input most of the application information for a permit or license saves staff hours. This time savings has been slowly realized due to the software learning curve and relies on organic growth of citizens and business utilization.

Enhanced level of service/Improved public access to local government services:

By allowing citizens greater transparency through the online portal and 24/7 access to view data or apply for permits, service has greatly increased.

Improvements to organization or management structure:

Municipalities utilizing workflows and mobile technology such as tablets can manage how the work is completed and by whom. This allows for quicker, more flexible decision making and more accountability by departments. The workflow tracks tasks and the amount of time to complete. This holds not only the department accountable to timely processing but citizens as well if a permit is stalled due to their inactivity. Tablets allow for inspectors to have a map of their day and change it around to suit their needs. It also allows for real time decisions on inspections or onsite rescheduling if the site is not ready for inspection.

Improvements in qualifications or efficiency of staff:

Staff no longer needs to focus on minutia such as professional licenses, liens or zoning requirements of the parcel in question. That data is automatically populated for the back end staff and allows for more focus on the decision components of a permit or license.

More efficient level of service that still meets the population's needs/ Increased hours of operation/ New online availability :

Citizens and contractors no longer have to rely on conventional hours of operation. Utilizing 24/7 online access to complete 80% of the permitting and licensing needs. In addition citizens and contractors will be able to view permits, statuses, and licenses online.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

While municipalities used a base template to develop their e-Permitting system, municipalities are still able to customize the system to meet their needs. For example, fees and how fees are assessed is a municipal decision and the e-Permitting software merely adopts these locally adopted fee schedules. How workflows are designed and who the decision makers are, again is decided by each municipality and the system is configured accordingly. While uniformity is desired to make e-Permitting easier for staff and citizens, the e-Permitting solution honors the sovereignty of the participating municipalities to utilize the software as needed.

As identified in Metric #4, municipal staff involvement and decision making occurs at all levels and includes regular meetings of both the Governance Committee and the e-permitting Users Group.

### **Public Health Projects**

**Berkshire Public Health Alliance Public Health Nursing Program (\$47,500)**




*Berkshire Regional Planning Commission (Lead); Towns of Adams, Alford, Becket, Clarksburg, Dalton, Egremont, Great Barrington, Hancock, Lanesborough, Mt. Washington, New Marlborough, North Adams, Peru, Richmond, Sandisfield, Savoy, Sheffield, Washington, West Stockbridge, Williamstown, and Windsor*



**Summary:** The Berkshire Public Health Alliance consists of 21 communities in Berkshire County that developed the Alliance with support from the Massachusetts Department of Public Health. CIC funds were used to develop a regional public health nursing program.

**Performance report:**

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To expand a regional public health nursing program in Berkshire County	# of municipalities participating in the program	7	3	Increase	7		
	# of flu clinics offered through the program	17	1	Increase	8-12		Alliance clinics were held in partnership with Fairview Medical and Berkshire County Boards of Health Association. Over 1,000 people were vaccinated through this innovative partnership/program
	# of municipalities participating in MAVEN	21	18	Increase	21		Alliance communities (formed through an IMA) increased from 21 to 22 municipalities in 2013. Three Alliance towns remain off-line (Savoy, Hancock, and Florida). All but Savoy have given the Alliance “read rights” to monitor their MAVEN. Additionally, two non-Alliance municipalities, Pittsfield and Tyringham, have given MAVEN read rights to the Alliance.
	# of people in participating municipalities	25,832	8,867	Increasing	20,000		The number of individuals that have access to wellness

	that are involved in wellness activities						activities has increased greatly. While the goal was to offer wellness programing in each community, regional, cooperative programing in some of the smaller municipalities was chosen instead
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

**Franklin County Cooperative Public Health Service (\$119,375)**

*Franklin Regional Council of Governments (Lead); Towns of Buckland, Charlemont, Deerfield, Gill, Hawley, Heath, and Monroe*











*Summary:* Led by the FRCOG, these towns worked together to develop a regional public health district organized under Chapter 40, Section 4a. The program is governed by an oversight board and employs a fully credentialed health agent and a registered public health nurse.

*Press:* Shores, Chris, "Lt. gov. praises public health district as regionalization success," *The Recorder*, Thursday, February 28, 2013.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To successfully implement an expansion of the cooperative public health service district and add regional e-permitting for public health	# of types of permits available online	15	0	Increase	15	●	15 is the total imagined as necessary at project inception.
	% of recreational camps inspected prior to opening, in accordance with state sanitary codes	100%	100%	Stable	100%	●	
	# of "how to" sheets and training documents on the website	2	0	Increase	4	▼	This measure will not be useful until the software launch
	% of all permit applications submitted online	10% of possible permits as of 2/14	0	Increase	100%	▼	100% over the course of a year. Only possible from 1/1/2014 on.
	% of regional model regulations/ policies/ fee schedules adopted at the local level and with local input	4	3	Increase	2 per year	▼	Prior period: Title 5 and Sand Testing; Food inspection policy Current period: Communicable Disease, Academic Advisory Board, Research Policy, and fee schedule
	# of critical violations found			N/A	0	-----	Now that the software is in place, the project will

	during food inspections						be able to get this data for future periods.
	% of reported communicable diseases case report forms processed in accordance with state regulations	50%	37%	Increase	100%		The measure of this changed at the state level in 2013.
	# of services offered by the Public Health Nursing Program	6	4	Increase	8		Prior period: Mercury thermometer exchange; Sharps collection; Vaccines; Wellness visits Current period: Above plus medication management, nurse coaching for chronic disease self-management
	# of towns that are members of the district	10	8	Increase	12		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

### Self-Evaluation

#### *Metric #1: Reduction of Redundancies* **ACHIEVED**

The purpose of this grant was not primarily to reduce redundancies, but rather to improve service delivery through shared staffing. That goal was met with the creation of an 8-town shared health district with one health agent and one nurse. The redundancies that were reduced were those of having each individual town have to field an agent or BOH member who can conduct all the necessary inspections. BOH members are now able to focus on governance and policy setting.

#### *Metric #2: Effective Delivery of Services* **ACHIEVED**

The creation of the health district resulted in a greatly improved effectiveness of service delivery. Moving from a patchwork of volunteer and part time staff to one where one credentialed health agent serves 5 towns resulted in a great deal of work being done. In the full year of implementation, the CPHS Health Agent conducted 256 inspections and attended 70+ meetings, trainings, and court appearances. The Public Health nurse gave 1,000 flu shots and conducted many flu clinics, including two in towns that had not had them before.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

Through sharing the public health nurse, **5 towns** improved their access to Communicable Disease control, Public Health Nursing clinics, immunizations, and wellness programs available to residents.

Through sharing the regional health agent, **4 towns** were able to conduct improved Title 5 septic system reviews and inspections by credentialed staff and **1 town** improved the quality of their food safety program.

Through sharing governance of the district, all **8 towns** experienced the following benefits:

- Enhanced level of service for town residents through qualified staff providing public health protections, integrated local public health services, and access to public health nursing services for the first time
- Greater protection from liability for towns by using credentialed health staff
- Greater emergency preparedness through access to staff to respond to public health threats in cases of flood, ice storm, outbreaks and more.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

The Oversight Board was created long before the CPHS opened its doors, and includes a member and an alternate from each district member town. Members must be Board of Health members, but alternates can be town administrators, select board members, and other town staff or officials.

The Board met nearly every month, and reviewed all budgets, grants, policies, and deliverables.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

During the grant period the CPHS began tracking all inspections in-house on an android phone application that allows for listing of the inspection as well as mileage calculation for health agent work. This system allows for easy reporting to stakeholders, including local and state. This data is reviewed monthly, and we are able to respond to trends and discuss challenges. We also began the process of considering online permitting software, but were too busy getting the district up and running to implement it.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

The CPHS has a robust local governance structure, with an Oversight Board that meets monthly to review finances, review grants, create policies, assess needs, and guide staff. All town representatives were regular attendees during this reporting period. All fee schedules, regulations, and policies adopted at the regional level are reviewed and approved by the local boards of health.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

Significant new benefits accrued to all residents of district towns, including new access to chronic disease management, vaccinations, and other public health nursing services. In addition, residents benefited from a higher level of professional staffing for public health protections, and contractors benefited from consistency in prices, standards and services across all comprehensive towns. Towns experienced lower liability due to better ability to meet state codes, and received increased permit fee revenue.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

The CPHS has a robust local governance structure, with an Oversight Board that meets monthly to review finances, review grants, create policies, assess needs, and guide staff. All town representatives were regular attendees during this reporting period. All fee schedules, regulations, and policies adopted at the regional level are reviewed and approved by the local boards of health. Local responsibility for regulation and fee setting, as well as holding hearings and giving variances, all have remained with the Local Board of Health.

### **Provision of Electronic Food Inspections (\$15,000)**




*Towns of Ashland (Lead), Medway, and Hopkinton*

*Summary:* Over the last several years, these three towns lost, due to budget cuts, part-time food inspector positions. This time consuming task fell to the directors of public health in each community. The grant allows for the purchase of tablets and wireless printers that are shared by the communities and that allow them to perform inspections in a timely fashion.

*Press:* Krantz, Laura, "State officials in Ashland to talk about food inspection grant," *Metrowest Daily News*, September 5, 2012.

*Performance report:*

*\*Data not yet received from recipient*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional food services inspection program	# of minutes for inspection time will decrease						
	# of completed inspections will increase						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

## **Public Safety Projects**

### **Ashland-Hopkinton Fire Services Collaborative (\$175,000)**

*Towns of Hopkinton (Lead) and Ashland*






*Summary:* Working with diverse stakeholders in both communities, the Towns of Ashland and Hopkinton are working toward developing a comprehensive plan to create a joint fire and emergency response district. Grant funds are being used to create an original organizational framework, governance structure, operations manual, collective bargaining agreement and a unique financing model for the joint district. The goal for the Ashland-Hopkinton Fire Collaboration Working Group is to present the Group's work to their respective Town Meeting voters for approval in the spring of 2014. At that time, a final report and all original work emanating from the Working Group's two yearlong effort, will be available on this website.

*Press:* Martinez, Jose, "Merging fire, EMT services explored," *Boston Globe*, February 2, 2012.

Krantz, Laura, "Ashland, Hopkinton ready to explore fire department merger," *Metrowest Daily News*, January 6, 2012.

*Performance Report:*

*\*This project is still ongoing, with an expected completion date of December 31, 2014.*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To fully prepare the residents and town officials of Ashland and Hopkinton for a decision to merge two full-time fire departments into one regional fire safety department.	# of identified governance models						
	# of alternatives for a composite operating and capital budget alternative model						
	# of alternative funding models developed						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

### **Franklin County Regional Dog Officer Control and Kennel (\$19,900)**

*Franklin Regional Council of Governments (FRCOG); City of Greenfield; Towns of Bernardston, Buckland, Colrain, Conway, Deerfield, Erving, Gill, Heath, Montague, Warwick, and Whatley*







*Summary:* Animal control is a major issue for many small communities, especially those that lack trained and certified staff. Working with the Franklin County Sheriff's Office, funding allowed the FRCOG to develop a regional dog kennel in a building donated by the Town of Montague. The director of the kennel is an employee of the sheriff's office, and the program is supervised by a steering committee consisting of representatives from each participating community.

*Press:* Curtis, Chris, "Montague dog shelter open," *The Recorder*, November 1, 2012.  
Becker, Sy, "Finding a solution for stray dogs," *WWLP 22 News*, November 7, 2012.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To successfully implement a regional dog officer and kennel program	# of dollars raised in donations	\$20,000+	\$5,000	Increase	\$15,000/year	●	This does not include money received in gift cards from local businesses. Several donation boxes are now available throughout the community.
	# of volunteers	30+	10-15	Increase	10-15	●	
	# of stray dogs kenneled	160	90	Increase	Varies on the number of stray	-----	



					dogs		
	# of dogs adopted from the kennel	71%	66%	Increasing	99% of adoptable dogs		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

### Self-Evaluation

#### *Metric #1: Reduction of Redundancies* **ACHIEVED**

One of the most pressing issues for communities in Franklin County involving animal control was lack of a well-functioning and well-maintained kennel. The redundancy, where it existed, was with multiple towns providing inadequate kennel space, often in someone's backyard. The regional kennel allowed municipalities to meet the legal requirements of having a certified kennel, without each town having to build and maintain their own.

#### *Metric #2: Effective Delivery of Services* **ACHIEVED**

The regional kennel has dramatically improved the effectiveness and the amount of service. The cost for the service increase has been minimal for the participating communities, although it has added cost to the Sheriff's Office in the form of 1.5 FTE, as well as maintenance and operational costs (some of which has been offset by town assessments and fundraising). The number of dogs sheltered as well as adopted has increased since the inception of the regional kennel, and there has been a vast reduction in the number of dogs euthanized.

#### *Metric #3: Gains in Service Delivery* **ACHIEVED**

Similar to Metric 2, there have been obvious gains in service delivery. The most obvious is the number of dogs kenneled and adopted. Others include increased hours of service, increases in donations, and 100% increase in the number of towns that have access to a certified Animal Control Officer. Other services, like providing a successful outlet for volunteers as well as inmates to give back to the community, has also met with success at the regional kennel.

#### *Metric #4: Involvement of Stakeholders* **ACHIEVED**

Stakeholders continue to be involved, although this is one area where more work needs to be done. The original 12 municipalities continue to be involved in the program, and

the success of the program has prompted three other towns to join or consider joining. However, the proposed oversight committee has only met once since inception. The main reason for this is the extreme workload of the kennel manager. Recently an assistant was hired on a part-time basis. The goal is for the kennel manager to have available time for planning and policy development, as well as organizing and hosting the oversight board. The next oversight board meeting is being planned for January.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

The regional kennel program collects all information and data regarding the dogs that come into the kennel. This provides a centralized location for data that is more easily accessible. The program is in the process of making this information more readily accessible to towns who are interested in seeing the data.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

Although the kennel is run by the Franklin County Sheriff's Office, the Oversight Committee is comprised of members of the participating municipalities are given an opportunity to have input into the direction and overall workings of the program. The Oversight Committee also allows the Sheriff's Office to present updates and policies to the participating municipalities in a more efficient method (rather than meeting with each town individually).

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

The regional kennel provided a professional shelter for member municipalities, including the three of the four large communities in Franklin County (Greenfield, Montague, and Deerfield). The kennel provided a single entity for housing and adopting out dogs. The kennel also had the goal of involving the community. To this end, the kennel has had over 30 volunteers, as well as continued work from minimum security inmates.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

Local decision making remains intact. The kennel program does not provide towns with a regional animal control officer, although the kennel manager assists local ACOs and provides those ACOs with a much-needed facility for stray dogs. Towns are able to provide insight and recommendations through their role on the Oversight Board.

**NoFIRES- Northwestern Juvenile Fire Intervention Response, Education, and Safety Partnership (\$47,000)**




*Cities of Northampton (Lead), Springfield, Greenfield, and Easthampton; Towns of Chesterfield, Granby, Montague and Ware*







**Summary:** This project established a regional and multidisciplinary approach to reducing the incidents of juvenile fire setting and the enhancement of overall public safety. The program developed a regional referral, intervention and service model to provide a comprehensive response system to juvenile fire setting incidents and behavior for youths ages 5 to 17.

**Press:** Merzbach, Scott, "Amherst Fire Department grant aimed at arson prevention," Amherst Bulletin, December 12, 2012.

**Performance report:**

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop, sustain, and expand a program to screen and identify high risk youth for fire setting behavior, including the development of preventative programs, through a regional and multi-disciplinary approach	# of new communities participating in the program	51	0	Increasing	51		The program currently covers a large geographical area, but considering expanding services to additional neighboring communities interested in looking for help with juvenile fire setting intervention.
	# of children and parents/ guardians participating in intakes, screenings, fire safety classes, interventions, and referrals	27	0	0	40		The project recently created a website to make it easier for referral sources to access the program information, contact area, and to make a referral.
	# of fire safety classes offered	5	0	Increasing	7 (5 traditional and 2 modified)		The project anticipates offering five traditional NoFIRES classes and two additional courses that are modified to accommodate special needs
	% of survey respondents stating they are satisfied with the program	100%	0%	Increasing	100%		The project hopes to continue to receive positive feedback about the program. It is

							currently implementing an additional follow-up survey to track students six months after program completion.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

**Southeast Fire Department Electronic Records and Permitting Collaborative (\$76,000)**  
*Southeastern Regional Planning and Economic Development District (SRPEDD)*



*Summary:* Hosted by the SRPEDD, this program provides online permitting capabilities to fire departments in Southeastern Massachusetts. Residents and businesses can now file for permits offered by fire departments, such as burning permits, through a secure online portal.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To improve municipal efficiencies and public access to the permitting process by expanding the multi-town fire department electronic permitting solution into building and health departments	# of electronic permits offered in each community's building and public health departments	1,729	637	Increase	1,600		Implementation has been slower than expected due to required infrastructure improvements
	# of permits filed by users in each community	783	0	Increase	700		45% of towns required time to test new system and amend fee structures to reflect use charges
	# of identifiable operational efficiencies achieved through this program	N/A	N/A	N/A	N/A	Data not yet collected on this item	Seekonk, Wareham, and Fairhaven have recently finished implementing the desktop version of the program. They are currently working on implementing the online web version. This stage will likely generate the most efficiency improvements after they progress up to the learning curve.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

*Self-Evaluation:*

*Metric #1: Reduction of Redundancies*  
**ACHIEVED**

By enabling applicants to enter their permits electronically, fire department personnel do not need to re-enter the same information into their records and on to the permit form. The application information becomes part of the record database and the information is 'carried forward' from one form to another as the application progressing through the review and approval process.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

The level of service has increased in the towns that have implemented the online version of this e-permit solution. Applicants are able to obtain the permit forms, pay and submit their applications online 24/7. They no longer are frustrated with trying to reach the licensing department when it is staffed, which isn't a predictable situation in many fire department.

Residents have increased access to the daily OK to Burn, Not OK to burn decision by the Fire Department as this information can be posted on the Fire Dept. web site.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

Increased online access which results in increased service hours, effectively 24/7. In the case of Open Burning permits, fire departments have noticed few phone calls and 'walk-ins' by people desiring Fire Department permits. This may result in decreasing the extra staff hours normally associated with supporting the permit process.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

In the case of fire department e-permits, this implementation was handled by the local fire department and usually didn't elevate above the fire chief. It will take another Open Burning season to before more citizen feedback can be collected.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

Although the general consensus is that this was achieved, there has been little evidence to document these changes.

*Metric #6: New Approach to Governing*  
**NOT ACHIEVED**

This metric doesn't apply to e-permitting. One of the goals of this program was to improve the permitting process, while preserving the oversight, review, and authority of department personnel.

Thus a new governance structure was not required nor was it a goal of this project.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

One of the project goals was to reduce the number of phone calls and trip to the fire Department by permit applicants. Two towns are examples of this accomplishment: Freetown: 411 Open Burning permits were applied for online. 462 Burning permits were activated online. Thus eliminating at least 411 trips to the fire station and 462 phone calls or vehicle trips.

Stow: Residents obtained online 309 Open Burning permits, 13 Cooking permits, and 4 Agricultural Burning permits. A total of 183 permits were activated online. Thus eliminating at least 326 trips to the fire station and 183 phone calls or vehicle trips

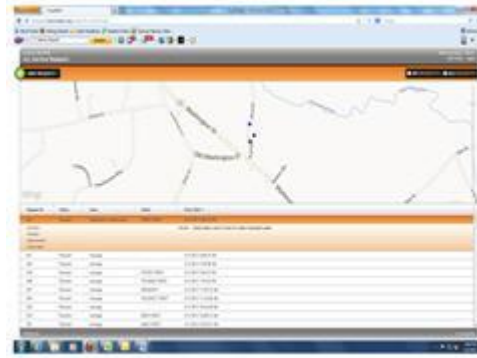
*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

As mentioned above in #6, there was no loss in control due to the e-permits. The permit application oversight, review, and approval were handled by the same department personnel. What changed was a decrease in the clerical work associated with the permit process.

## General Government Projects




### **Centralized Facility and Infrastructure Asset Maintenance System (\$46,000)**

*Town of Hanover*



*Summary:* The Town of Hanover recently transferred the management of all town and school facilities to the Department of Public Works. Given this new management structure, the town is interested in building a centralized maintenance organization to operate and maintain all of the town's buildings and traditional infrastructure assets. Grant funds were utilized to enhance this centralized system by allowing residents to report building issues via mobile devices, and purchasing mobile devices for staff to use to report the completion of work orders.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To use technology to develop a strong relationship between citizens and their public building	# of hits on the program website will increase						
	# of users of Cartegraphe Mobile and YourGov will increase						
	# of citizens with access to town government will increase						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013



## Libraries as Part of Emergency Response Teams

### Town of Andover






*Summary:* After the fall storm of 2011, the Memorial Hall Library realized that it became a hub for people to congregate, stay warm, and interact with others. The library used grant funding to enhance its role as an information center through the development of information kiosks. This project also served as the impetus for the library director to become part of the town's emergency response team.

*Press:* Phelps, Jonathan, "Library receives \$29k grant for storm services," *Eagle Tribune*, April 9, 2012.

*Performance report:*

*\*Data not yet received from recipients*






Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a model of how libraries can become part of municipal emergency preparedness plans.							
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

**Consolidation of IT and Maintenance Services**  
*Town of Middleborough*



*Summary:* Grant funding allowed the town and school sides to consolidate their information and technology facilities management system. Funds were used to place both town and school functions on the same web based application for help desk and asset management. The town and school departments used budgetary funding to hire a joint Technology Systems Administrator.

*Press:* Elwell, Alice, "Schools Hire IT Director with Grant," *Brockton Enterprise*, March 19, 2012.

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To consolidate the town and school maintenance and technology functions in the Town of Middleborough	# of technology and maintenance staff with access to maintenance and technology request data	13	11	Increasing	13		Current number of administrators with access to requests is adequate for the workload
	# of progress updates issued on work orders to keep requesters informed	896	678	Increasing	Depends on need		All requests submitted through the on-line application receive an automatic reply
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*Performance report:*

## Shared Transportation Resources among Five Municipalities and One Business in the Acton Region

*Towns of Acton (Lead), Boxborough, Littleton, Maynard, and Stow*









**Summary:** Each of these five communities had limited transportation options. The grant allows for the communities to work with Clock Tower Place Office Park in Maynard to develop a regional transportation system by sharing their transportation resources, such as Council on Aging vans.

**Press:** Kelleher, Caitlyn, "Acton, Boxborough Part of Regional Transportation Grant Program," *Acton Beacon*, September 13, 2012.

Hennick, Calvin, "Towns consider sharing local rides," *Boston Globe*, June 24, 2012.

### *Performance Report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop and expand a regional transportation program	% of participating communities with a signed agreement that became part of the program	4	0	Increase	7		This project began in year 1 with 5 communities participating. It has grown to incorporate 7 communities. To date 4 of the 7 partners have signed an Intermunicipal Agreement to join CrossTown Connect. All of those communities have also elected to participate in the Central Dispatch. The goal is for all 7 communities to sign-on as members.
	# of business partners that have a signed	1	0	Increase	5		To date Clock Tower Place has signed-on as a member and has donated

	MOU to become part of the group						office space in lieu of dues. Meetings have been held with IBM and CISCO and both have indicated an interest in joining. Outreach has been conducted with Gutierrez Company, and Sam Park. BOSE has been contacted.
	# of public engagement procedures developed/ outreach meetings held	16	N/A	Increase	(Target not yet set)	N/A	
	# of communities participating in CrossTown Connect Centralized Dispatch	4	N/A	Increase	7		It is the goal of the group that eventually all 7 partner communities will participate in CrossTown Connect's Central Dispatch operation. To date four have signed-on, two are currently participating. Another will be added as of March 1 and the fourth by June 1. Outreach and promotion will continue to the other communities to encourage their participation.
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

### Self-Evaluation:

#### Metric #1: Reduction of Redundancies ACHIEVED

One of the goals of our project was to reduce the existing redundancies existing with dispatch services for the Council on Aging vehicles in the participating communities. Each community was providing a dispatcher for a few hours a day. This was resulting in limited access to a live dispatcher as well as inefficiency in scheduling trips. This system also made it virtually impossible for passengers to book same-day trips on these services as there was no dispatcher in most locations in the afternoon. With the birth of the Transportation Management Association "CrossTown Connect" we were able to create a centralized dispatch function that now provides a full day of dispatching. CrossTown Connect also began using a dispatch program (Mobilat Easy Rides) that increases the efficiency of both scheduling and record-keeping. The program uses tablet technology to transmit the daily schedules to the drivers. The

full-time dispatcher in conjunction with the tablet technology has made same day trips a reality for passengers who need them.

The project had hoped to reduce duplication of services by consolidating some of the Council on Aging Services to improve efficiency. Although much work has been done to analyze how this could be implemented, and where there are overlaps in service, no improvements have been made to date. This issue has proven to be a challenge due to the fact that there are two different RTAs operating in the area. Crossing RTA boundaries and even providing services with the same RTA in more than one partner community has posed issues related to tracking usage and allocation of funding. All of the partners are committed to continuing to work on this as there are many possible solutions to explore.

*Metric #2: Effective Delivery of Services*  
**ACHIEVED**

In terms of delivery of services CrossTown Connect has increased efficiency by implementing the central dispatch function. Acton was providing 10 hours of live dispatching per week, Boxborough was providing 16 hours, Littleton had 25 hours and Maynard had 20. All of these communities signed-on to use the central dispatch and will be providing full-time live dispatch Monday to Friday from 8:30 to 4:00. Communities will also realize a cost savings from this project as they will now share the cost of the full-time dispatch operation and will not need to employ their own staff for this purpose. In addition, none of the communities were using dispatch software. This resulted in additional hours needed to enter and track data. Use of the software along with the tablet technology allows for automatic compilation of data and statistics on passengers served in addition to other valuable information. It also allows for same-day booking of trips which will result in more passengers being able to have their needs met for urgent trips.

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

CrossTown Connect is in the process of developing a website that will give users access to information on all local transportation resources. All communities participating in the Central Dispatch have increased the number of hours per day that passengers have access to a live dispatcher. An assessment of the routing and use of the existing COA services is complete and can be used for service planning.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

CrossTown Connect has been a public/private partnership from the start. From the Town Managers in the participating communities, to business partners like Clock Tower Place, to citizen activists, the project has engaged stakeholders on all levels. Work Without Limits has ensured that there is a connection to statewide leaders in human services transportation, and the Acton Transportation Advisory Council has provided input,

feedback, and support from the start. CrossTown Connect has committed to engaging a large group of stakeholders going forward through its governing and advisory boards.

*Metric #5: Operational Efficiencies*

**ACHIEVED**

With the introduction of the centralized dispatch function, data on usage and routing of services can be analyzed on an ongoing basis and used to make recommendations about shared services and future plans for services. For example, the Acton Road Runner had noticed a high number of requests for shopping and trips to the food pantry on Wednesdays. After watching the trends and analyzing the data, the dispatcher recognized that the Wednesday trips could be consolidated into several organized runs to improve efficiency. The result is a variable flex route that has been put in place on that day to carry the maximum number of riders. In addition that route highlighted the need to begin translating materials into other languages such as Chinese to better serve passengers. Going forward we expect to be able to make more recommendations of this kind As data from all of the communities will be culled and analyzed as part of one coordinated effort trends will be easier to identify.

*Metric #6: New Approach to Governing*

**ACHIEVED**

CrossTown Connect is the first of its kind organization in Massachusetts and as such has paved the way for other groups looking to replicate this model. A traditional Transportation Management Association is driven by businesses looking to improve air quality and reduce traffic congestion while taking advantage of the economies of scale that can be realized from working together in a specific geographic area. Communities have traditionally participated in TMAs as Ex Officio or advisory members. In the case of CrossTown Connect the communities have led the effort. Communities have stepped up to contribute funding to the organization and are looking to improve efficiencies and share resources for community-based services like COA vans. In addition, business partners will receive all of the traditional TMA like ride matching to help form carpools, promotion of vanpooling, and a guaranteed ride home program. This unique new model is already being considered by communities who want to take a broader view of transportation in their region. This model will allow us to begin looking at passengers as a group instead of as a series of distinct units that can't be co-mingled (for example seniors, commuters, kids going to after-school programs) and start looking at services as a whole in a region. This will enable us to stop creating more and more services that aren't being used efficiently and frequently transport

*Metric #7: Achieving Benefits for Communities and Residents*

**ACHIEVED**

Everyone involved in CrossTown Connect has benefited from the program. More transportation services for the business partners can have a positive impact on economic development. Better coordination of existing services will lead to better customer service (more hours of dispatch, same-day booking) and increased efficiency as schedules are

more efficiently planned. CrossTown Connect has been actively engaged in promoting the existing services through outreach such as COA newsletters and local newspapers and cable, and through community events like the Oktoberfest in Acton.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**



CrossTown Connect has been successful because community leaders were willing to come together and envision a unique model that would benefit the region. The group has been structured as a board that has been the decision-making entity for the group. Acton has been the lead community and has coordinated the efforts of the group, but all of the decision-making has been made by achieving consensus within the group. An intermunicipal agreement has been executed by the communities participating in CrossTown Connect. This will guide their work on the project going forward and sets out the details of the working relationship between the participating communities

## Massachusetts Statewide Performance Management Program (\$373,000)





*Cities of Lowell (Lead), Amesbury, Somerville, Woburn, and Worcester*

**Summary:** These five communities partnered with the Collins Center at UMass Boston to develop a regional system of municipal performance management. Funds were utilized to subsidize the StatNet program, a group that any municipality can join and which meets four times per year to discuss specific areas of interest, such as E911 response times or DPW fleet maintenance. Additionally, CIC funds were used to hire five analysts at the Collins Center who worked with 20 communities, chosen through a competitive process, to develop CitiStat or similar performance management programs in each community. Each analyst worked with a portfolio of four municipalities, providing direct service on data collection, analysis, and performance management program development.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period*	Trend	Target	Status	Comments
To establish and grow a collaborative performance management network among municipalities in Massachusetts	# of communities recruited to participate	39	24	Increase	45		“Current period”- Includes all municipalities that have been an official and active participant at any point in the history of MPMP, including the three towns now in the Berkshire County pilot (Beckett, Lanesborough, and Richmond) and the two municipalities that were official participants but exited (Shirley and Chicopee). It does <i>not</i> include the two municipalities (Hopkinton and Walpole) and the district (West Barnstable Fire District) that have been accepted into MPMP but not yet started. “Prior period”- Included in most recent ISA. MPMP is on track to hit this in the first half of FY15.
	# of workshops held	3	4	Decrease	4		“Current period”- Workshops include regular StatNet meetings, as well as the annual conference and the



							MPMP kickoff. “Prior period”- While currently one behind schedule, MPMP hopes be caught up by the end of the year.
	# of communities that choose to participate in the program	23	19	Increase	43		“Current period”- Includes all current and active paying members past the trial period. “Prior period”- This would equate to a 95% retention of all municipalities exiting the trial period.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*Self-evaluation:*

*Metric #1: Reduction of Redundancies*  
**ACHIEVED**

Many municipalities do not have the time to research how their peers handle common or day-to-day issues, tasks, or processes. MPMP increased inter- and intra-municipal collaboration on best practices and problem solving on these by providing someone working in multiple municipalities who could provide a quick and low-risk way of transferring information among them. Additionally, MPMP helped municipal employees learn new technical or software skills, including ways to reduce data entry inefficiency and improve accuracy of tracking and reporting.

*Metric #2: Effective Delivery of Services*  
**NOT APPLICABLE**

*Metric #3: Gains in Service Delivery*  
**ACHIEVED**

In the long run, the increased use of data analysis, measures, and goals, in combination with the extraordinary idea-sharing pipeline, will bring about significant gains in service delivery, as municipalities generally improve in efficiency and effectiveness. In the short term, examples of how MPMP has helped more directly include:

- Helping administrative staff track processing of service requests (e.g., licenses, etc.) electronically for improved responsiveness to requests;
- Assisting with the implementation of work order systems and prioritizing work order responses to address issues in a more timely manner; and
- Improving reporting of departmental activities and workload to residents.

*Metric #4: Involvement of Stakeholders*  
**ACHIEVED**

The >95% retention rate of municipalities exiting the trial period shows that key stakeholders are involved. Similarly, the active involvement of the chief executive of most participating municipalities, as well as the involvement of key department heads in most municipalities, shows the depth of involvement of key executive branch stakeholders. Additionally, periodic presentations by MPMP analyst to city councils shows involvement on the legislative side of the government.

*Metric #5: Operational Efficiencies*  
**ACHIEVED**

This type of change is at the heart of what MPMP has accomplished. To provide just a few brief examples, MPMP has helped municipalities:

- Make changes to data coding to allow for better data analysis, including categorizing overtime to identify causes and redesigning regular crime reports provided to patrolmen;
- Design new workload and efficiency measures to help departments improve performance management efforts;
- Understand where their lack of data could lead to significant liabilities and begin or improve processes for collecting those data;
- Complete significant analyses on usage of sick time; and
- Develop methods of tracking vehicle data (e.g., fuel use, repair costs, etc.) to be able to better manage the fleet and plan for vehicle replacement.

*Metric #6: New Approach to Governing*  
**ACHIEVED**

The mission of MPMP is to change the culture of municipal governments in the Commonwealth toward the use of data, measures, and goals. Beyond all of the analytical work itself, through the MPMP, the participating municipalities held hundreds of CitiStat meetings in which officials held data-informed discussions of issues and challenges. In many places, this was the first time the municipality had in place a formal structure for using data regularly and strategically.

*Metric #7: Achieving Benefits for Communities and Residents*  
**ACHIEVED**

While many of the benefits to municipalities relate directly to operational efficiencies (see section above for examples), there have been cases where there were other kinds of gains for municipalities. To provide a few examples, MPMP helped municipalities:

- Analyze injuries on duty, which led to new safety training for most common injuries and monthly safety reports;

- Make the case for hiring an additional police officer instead of continually relying on overtime to maintain staffing levels; and
- Improve reporting of departmental activities and workload to residents.

*Metric #8: Local Decision Making Intact*  
**ACHIEVED**

The MPMP approach assists local officials by providing information, analysis, and ideas without interfering in any way with their ability to make policy or their management decisions. The evidence that municipalities are not feeling a sense of loss of local control is the >95% rate at which they voluntarily decide to pay to continue to remain in MPMP.

## Fiscal Year 2013 Projects

### Overview

In February, 2013, EOAF announced 30 projects to receive funding as part of the second round of the CIC program. The majority of contracts became effective in April, 2013, and run through April, 2014. At the time of this report, a majority of projects completed their deliverables, and collected draft data towards measures that were part of their contracts. The data in this report is in draft form, and will be included in final project reports due on April 1, 2014. Project recipients are also required to report out data each year for three years, beginning in June, 2015.


### Financial Services Projects





#### **Regionalization of Assessment Services (\$35,000)**

*Towns of Amherst (Lead) and Pelham*

*Summary:* Funds will be used to create a joint tax assessing program between the two towns which have a history of cooperation and use of services. Currently, Pelham has a need for assessment services and Amherst has a professional assessing staff that can provide these services, along with a sophisticated information technology department. Pelham recently lost its part time clerical assistant in the assessing department, and it is difficult to get appraisers due to the distance from other communities. The memorandum of understanding (MOU) between the two communities would allow Amherst to provide professional assessing services to Pelham and would establish office hours in Pelham staffed by Amherst assessing staff. It would also establish a self-service kiosk in Pelham so that appraisers, insurance agents, realtors and others could access the information when the office is not staffed.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period*	Trend	Target	Status	Comments
To develop a regionalized assessment program for the Towns of Amherst and Pelham	# of online enquiries	469	N/A	Increasing	750		Based on the number of visits to the Amherst web site in a given year, the municipality estimates 750 visits, or 1 per parcel. The Towns have not yet reached this goal, as the program is less than a year old.
	# of Pelham inquiries dealt with in Amherst	47	N/A	Increasing	To eventually have more visits in	-----	This is a good trend in as much as we now have as many office visits in Amherst as in Pelham

					Amherst than Pelham		
	# of office visits in Pelham	50	N/A	N/A	N/A	-----	No prior year data was available for comparison
	% of Pelham tax bills mailed on time	100%	100%	Steady	100%		A positive result as we maintain the 100% level of tax billing for Pelham
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013



## **Education Projects**





### **Creating in District Programs for Students with Severe Emotional and Behavioral Disorders (\$110,800)**

*Agawam (Lead), East Longmeadow, Longmeadow, Ludlow, West Springfield; Hampden-Wilbraham Regional School District; Southwick-Tolland-Granville Regional School District*

**Summary:** This project will allow school districts, working with an education collaborative, to pool resources to meet the needs of students with severe emotional and behavioral disorders. The project will increase the capacity of public schools to meet the needs of students with severe emotional and behavioral disorders and coordinate the crisis and behavioral intervention services to support students in their public school placements. The project will fund start-up costs associated with developing an in-district therapeutic program for elementary-aged children. It will be located in Agawam and available to all seven districts that are members of the Lower Pioneer Valley Education Collaborative.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional program for students with severe emotional and behavioral disorders	# of students enrolled in the program	7	3		7		
	# of service providers that sign MOUs to provide crisis intervention services to public school districts	N/A	N/A	N/A	N/A	-----	Due to postponement of meeting to sign these agreements, they will be signed this spring
	# of staff trained in behavioral supports	10	0	Increasing	20		20 is the total number of staff who will be trained by June, 2014.

	# of dollars cost avoided	\$83,545	0	Increasing	\$90,000		This dollar amount represents the amount saved by not sending students to out of district schools.
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014





\*\*April 1, 2012- March 31, 2013

### **Regionalizing Technology Support Services (\$52,037)**

*Towns of Richmond (Lead), New Ashford, and Hancock; Shaker Mountain School Union #70*

**Summary:** Shaker Mountain Union #70 is comprised of the school districts of the Towns of Richmond, Hancock, and New Ashford, with a combined population of 225 students in two schools. Working together, these districts, who share a superintendent, will work together to improve the efficiencies of their technological applications for human resources, accounting, finance, communication, curriculum collaboration, professional development, and educational support. Funds will be used to reduce duplication of efforts, develop professional development delivery models, provide a means and mechanism for teachers to develop and share curricula, provide an up to date regionalized consistent website, and install more robust network infrastructure to improve performance, increase reliability, and security.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional approach to education technology	# of data errors/ corrections will decrease	N/A	N/A	N/A	N/A	N/A	The District will begin to measure this information during the 2014-2015 school year
	# of consolidated service contracts will increase	2	0	Increasing	2		The Connect Ed and Power School service contracts are now consolidated.
	# of municipal and school staff who support the collaboration, as evidenced through a survey	N/A	N/A	N/A	N/A	-----	The survey will be conducted in the spring of 2014.
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014







*\*\*April 1, 2012- March 31, 2013*

### **Expanding Regional Services for Students with Dyslexia (\$73,000)**

*Manchester-Essex Regional School District*

**Summary:** This is an expansion of the FY12 CIC project which created a similar program for students in grades 4-5. This program will create SPED programs for students with dyslexia in to grade 6. This program will expand the District's ability to save funds and provide a quality education for these students by creating an in-house program. The 6<sup>th</sup> grade component will provide intensive support in assistive technology.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regionalized special education program for students with dyslexia	% increase of reading scores of students in the program	Not measured	42%	Increase	20%		Four students in this program moved to middle school this year; Two former students returned to the inclusion setting. Monthly progress monitoring measures differ for elementary and middle school students.
	# of students placed in programs out of the district will decrease	+2	-2	Flat	-2		Move-ins and student needs other than dyslexia have impacted these numbers. This program has helped to contain the overall number of out of district placements within the District.
	# of dollars cost avoided	\$275,092	\$165,000	Increase	67%		Cost avoidance has increased due to elimination of start-up costs and growth in program enrollment
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*








### **School StatNet Pilot (\$38,326)**

*Cities of Somerville (Lead), Fitchburg, Chicopee, and Revere*

**Summary:** A coalition of school districts, supported by the Collins Center and under the direction of a steering committee, will replicate the successful New England

StatNet program. As part of the effort, an analyst will consolidate student assessment and operational data and work to help answer questions and dilemmas that districts face. The coalition will host three meetings open to all Massachusetts school districts, at which participating district personnel will discuss the analyzed data along with related operational decisions and best practices. In addition, the coalition will carry out one StatNet-style workshop that is embedded in a regular meeting of an existing education-related professional association and will facilitate one State/Local Study Group meeting. At the Study Group meeting, decision-makers and analysts from districts, State agencies and academia will meet to discuss data related to a high-impact topic and to consider levers available at each level to bring about change.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional performance management program for public school districts	# of districts that attend School StatNet meetings	26	0	Increasing	20		Includes districts participating in School StatNet meetings, conference calls, or embedded workshops.
	% of participants, as reported through a survey, will respond that the meetings were useful or very useful	83%	0	Increasing	75%		Average of respondent rating of different components of different meetings.
	# of embedded workshops delivered	1	0	Increasing	1		
	# of State/Local Study Team meetings convened	1	0	Increasing	1		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

**Berkshire County Curriculum Frameworks Project (\$89,520)**

*Central Berkshire Regional School District (Lead); Adams-Cheshire Regional School District, Berkshire Hills Regional School District; Northern Berkshire Regional Vocational Technical*






*School District; Southern Berkshire Regional School District; Towns of Clarksburg, Florida, Savoy, Lee, and Lenox*

**Summary:** Schools through the Commonwealth are transitioning to new curriculum standards based on the Common Core State Standards. The process of incorporating these standards is complex and extensive. This project will allow multiple districts to build and apply support provided by the Department of Elementary and Secondary Education (DESE). The program will develop curriculum maps and pacing guides which will provide detailed guidelines for educators to implement changes in their classroom practices.

**Performance report:**

*\*Please note that data from this project has not yet been received.*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional curriculum framework program	# of teachers participating in the program						
	# of online resources made available through the program						
	# of students using the resources during the school year						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*

### **Information Technology Projects**

#### **Central Massachusetts Regional Electronic Permitting (\$112,000)**




*Central Massachusetts Regional Planning Commission (Lead); Towns of Barre, Blackstone, Boylston, Dudley, Hardwick, Leicester, Northbridge, Spencer, and Upton*

**Summary:** This is the first regional e-permitting program proposed for Southern Worcester County, and has an original focus of smaller towns with limited staff capacities and limited funding to adopt, implement, and maintain e-permitting on their own. Funds would provide year 1 start-up costs for the nine participating towns. The program will streamline the permit process for municipal employees to dramatically reduce the time staff send processing permits, getting appropriate

sign offs from other departments, tracking permit review and answering questions. Additionally, applicants will have the ability to submit permit applications, pay permit fees, schedule and/or request inspections and conduct other business via the internet.

*Performance report:*

*\*Please note that data from this project has not yet been received, as it has an extended contract. Initial project data will be available in April, 2014.*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional system of online permitting	# of permit processing hours eliminated, as measured from the date of the application through the permit review						
	# of positive comments received from town officials, residents, property owners, business owners, contractors, developers, and realtors						
	% of personnel trained in the use of the program						
	% of document accuracy will be increased through the elimination of the hand-inputting of information						
	# of permits filed with increase						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013




**Municipal Open Checkbook System**  
*Cities of Woburn*

**Electronic Weights and Measures Inspection (\$21,550)**  
*Towns of Holliston, Ashland, Medway, and Millis*

*Summary:* Each year, all towns and cities in the Commonwealth are required to perform inspections of scales and other measurement systems, such as gas pumps. Many smaller communities spend high sums of money on hiring contractors. Four communities will work together to jointly procure and implement an electronic weights and measures inspection program which includes specific software and hardware that would be used by each community, as well as training inspectors and other related staff to use the new software and hardware. Several of the participating communities have a history of municipal collaboration and they are examining additional opportunities to increase operational efficiencies and better service delivery.

*Performance report:*

*\*Please note that data from this project has not yet been received.*








Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional electronic weights and measures inspection program	# of inspection hours decreased						
	# of inspection hours completed						
	# of inspectors, as surveyed, who find the software and hardware to be easier to use than the previous system						
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*  
*\*\*April 1, 2012- March 31, 2013*

**Malden 311 and Workers' Compensatory Reentry (\$27,780)**  
*City of Malden*

*Summary:* Funds will be used to obtain and measure data produced by a 311 Call Center. The center will be staffed in a truly innovative fashion, as some of the call center staff will consist of existing administrative employees currently working in different departments, as well as other employees who are presently out of work collecting Workers' Compensation benefits who are unable to return to work due to disability. It will qualify as "light duty," enabling their return to work.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
	# of citizen reports filed through the 311 system	N/A	N/A	N/A	N/A	-----	The citizen report system has just come online, and initial data will be reported on in May, 2014.
	# of citizen reports filed through the Commonwealth Connect application	8,500	0	Increasing	7,000		
	# of call center agents hired	9	0	Increasing	2		
	# of secondary call center agents hired	0	0	Stable	2		
	# of light duty eligible workers currently collecting Worker's Compensation that are called back to work	0	0	Stable	2		
	% reduction in the call volume of all direct dial numbers within City Hall	N/A	N/A	N/A	70	N/A	As is the case with the citizen response management system, the City anticipates being able to report on this data in May, 2014.
	% reduction in the call volume to non-emergency fire and police phone lines	N/A	N/A	N/A	40	-----	The City anticipates being able to provide this data in May, 2014.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----






\*April 1, 2013- March 31, 2014  
 \*\*April 1, 2012- March 31, 2013





### **Hampshire Cloud (\$80,000)**

*Hampshire Council of Governments (Lead); Towns of Hadley and Chesterfield*

**Summary:** This program will establish a cost effective regional information technology infrastructure and will allow three participating entities to convert their current information technology infrastructure to a cloud computing environment and produce a documented implementation structure for additional municipalities. This will be accomplished through a regional planning effort, shared resources, and the utilization of substantial investments made by the Commonwealth, including broadband.

#### *Performance report:*

<b>Project Goal</b>	<b>Measure</b>	<b>Current Period*</b>	<b>Prior Period**</b>	<b>Trend</b>	<b>Target</b>	<b>Status</b>	<b>Comments</b>
To establish a cost effective regional information technology (IT) infrastructure through the creation of the "Hampshire Cloud"	# of municipalities participating in the first year of the program	4	0	Increasing	2		
	# of additional municipalities will receive a site visit to assist in the completion of an inventory listing	7	0	Increasing	7		
	Secured fiber link in Chesterfield will become functional	0	0	Stable	1		Mass. Broadband has only recently become available in this community. Hook up is in progress, with an expected launch in May, 2014.
	# of completed and operational email accounts in Hadley	29	0	Increasing	25		
	# of additional municipalities that will have responded to a self-inventory of hardware and	7	0	Increasing	20		On-going

	software						
	# of workstations established at the Chesterfield Town Hall	0	0	Stable	3		Pending Mass. Broadband connection in May, 2014
	# of workstations installed in Hadley with full antivirus coverage	35	0	Increasing	35		
	# of municipalities that will have received a detailed Hampshire Cloud business plan	0	0	Stable	15		Pending availability of Mass. Broadband
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014


\*\*April 1, 2012- March 31, 2013




### Regionally Improving Citizen Access and Service Delivery (\$80,000)




*Merrimack Valley Planning Commission (Lead); Cities of Amesbury, Haverhill, Lawrence, Methuen, and Newburyport; Towns of Andover, North Andover, and Salisbury*

**Summary:** Beginning in 2007, the Merrimack Valley Planning Commission formed the Merrimack Valley Mayors and Managers Coalition to collaborate and develop regional solutions with a main objective of helping communities collectively manage common tasks. Around the same time, a group of regional department of public works (DPW) officials identified common needs for improving administrative functions, including workload management, strategic asset management, and citizen response and customer satisfaction. This program will allow the communities to develop a regionalized computer maintenance management system.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional 311 and work order management	# of communities participating in the regional 311	0	0	Stable	8		It was never expected to have a call in center up and running at this point in time. The CIC

system	Call in Center						grant application was for the development of a study to determine if a regional 311 call center for the Merrimack Valley is viable. The study was completed using DLTA funds and is included with this report as an attachment.
	# of communities to which the work order CMMS software is deployed	4	0	Increasing	4		The communities of Amesbury, Andover, Haverhill and Newburyport are all participants in the regional CMMS. Data collection and processing has been completed for the Assets portion of municipal data. This data is currently being implemented in the Mainstar software. The next phase of the project will be focused on the Fleet and Facilities aspects of the municipality.
	# of communities that integrate the community infrastructure data to record, evaluate, and track condition of assets	4	0	Increasing	4		Each of the four participating communities, Amesbury, Andover, Haverhill and Newburyport, has provided infrastructure data that will be managed within the Maintstar CMMS.
	# of personnel trained in the region that join the use of CMMS	6	0	Increasing	12		An initial overview in the use of the software was provided on December 11th, 2013. Additionally, Maintstar

							CMMS has been set up for each of the four participating communities, allowing them to access a live, functioning version of the CMMS. Expanded training sessions are scheduled for February 2014 and then continuing in the second and third quarters of 2014.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

### **Public Health Projects**

#### **Online Tobacco Retailer Certification Program (\$25,250)**

*Towns of Lee (Lead), Lenox, and Stockbridge*



*Summary:* The Tri-Town Health Department is the only regional public health department in Berkshire County. Comprised of three communities, the department was established in 1929 and has managed several public health grant initiatives. From 2005 to 2007, the illegal tobacco sales to minors within a 12 town area was an average 44 sales per year and of those sales, 100% of the stores received a fine and 40% received a suspension to their tobacco license. The Tri-Town department worked with collaborative partners to create the Tobacco Retailer Subcommittee, which was tasked to examine and review current board of health regulations and its efficacy, determine the reason why illegal tobacco sales were increasing, and explore options. Funding will allow for the expansion and conversion of the existing "Certified Tobacco Retailer Clerk" training to an innovative, interactive, and user friendly web-based program.




*Press:* Lindsay, Dick, "Tri-Town Health Department seeking funds for tobacco training," *The Berkshire Eagle*, February 25, 2013.

*Performance report:*

Project Goal	Measure	Current	Prior	Trend	Target	Status	Comments
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		Period*	Period**				
To develop a regional online tobacco retailer certification training program	# of stakeholders participating in the steering committee	10	0	Increasing	20		Goal is to have representation from each town and all types of stores (Chain, independent, Manager/Corporate partners, etc.)
	# of earned media opportunities and outreach opportunities achieved	2	3	Stable	3		
	# of area owners/ corporate officials who are not required to participate but do so because of the high quality nature of the training	N/A	N/A	N/A	10	-----	Data not yet collected on this item
	# of users referred to tobacco treatment services	N/A	N/A	N/A	100%	-----	Data not yet collected on this item
	% of reduction in the tobacco use statistics	N/A	N/A	N/A	10%	-----	Data not yet collected on this item
	# of users who, through a survey, state their preference for a web based training program as opposed to the traditional classroom style	N/A	N/A	N/A	50% (First year)	-----	Data not yet collected on this item
	Reduce # of miles traveled using web based programs vs. classroom style	N/A	530 miles	N/A	265	-----	
	Reduce office supply costs for training by 20%	N/A	\$3,602	N/A	\$2,882	-----	
	Reduce # of hours/ total costs worked by staff to support training	N/A	780 hours \$24,332	N/A	390 hours \$12,166	-----	
	# of trainings	N/A	36	N/A	18		

	offered per year (non-web based)					-----	
	Reduce the # of failed (certified clerk) tobacco checks	N/A	4 certified clerks 9 store sales		2 certified clerks 5 store sales	-----	
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014






\*\*April 1, 2012- March 31, 2013

### **Hampden County Health Alliance (\$45,000)**

*Pioneer Valley Planning Commission (Lead); Cities of Holyoke, Westfield, West Springfield;  
Towns of Blandford, Granville, Ludlow, Palmer, and Southwick*

**Summary:** This program utilizes and strengthens existing capacities and offers applicant communities' services they would not otherwise be able to provide, including a health educator, supervised MAVEN (Massachusetts Virtual Epidemiologic Network), training and administration, public health nursing services, a computer lab training site, and a community health assessment. The assessment is essential to improving the poor health indicators per Hampden County's ranking in the state, and participating process in conjunction with work being done by the Department of Public Health's District Incentive Grant. PVPC applied for this program last year. After not receiving funding, they worked with MDPH to propose a program that would work for their region.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional public health nursing program	# of communities participating in the program	8	0	Increase	10		
	# of individuals served through the program	1,000	0	Increase	1,000		
	# of educational materials distributed	N/A	N/A	N/A	N/A	N/A	Data not yet collected on this item
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

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\*April 1, 2013- March 31, 2014




\*\*April 1, 2012- March 31, 2013





### **Public Health Nursing- Year 2 (\$54,840)**

*Berkshire Regional Planning Commission (Lead); Towns of Adams, Alford, Becket, Clarksburg, Dalton, Egremont, Great Barrington, Hancock, Lanesborough, Mt. Washington, New Marlborough, North Adams, Peru, Richmond, Sandisfield, Savoy, Sheffield, Washington, West Stockbridge, Williamstown, and Windsor*

*Summary:* This is an expansion request for a program successfully filed under the FY12 CIC program. It will address identified public health service gaps, meet state mandates, and improve health outcomes at an affordable cost. Public Health is a legal obligation of each municipality and health outcomes in rural communities are generally worse than in urban centers. Additional funding will allow the program to expand to 3-6 additional towns, as well as offer read-only MAVEN status for all Berkshire municipalities to coordinate disease reporting.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To expand a regional public health nursing program in Berkshire County	# of municipalities participating in the program	7	3	Increase	7		
	# of flu clinics offered through the program	17	1	Increase	8-12		Alliance clinics were held in partnership with Fairview Medical and Berkshire County Boards of Health Association. Over 1,000 people were vaccinated through this innovative partnership/ program
	# of municipalities participating in MAVEN	21	18	Increase	21		Alliance communities (formed through an IMA) increased from 21 to 22 municipalities in 2013. Three Alliance towns remain off-line (Savoy, Hancock, and Florida). All but Savoy have given the Alliance "read rights" to monitor their MAVEN. Additionally, two non-Alliance municipalities, Pittsfield

							and Tyringham, have given MAVEN read rights to the Alliance.
	# of people in participating municipalities that are involved in wellness activities	25,832	8,867	Increasing	20,000		The number of individuals that have access to wellness activities has increased greatly. While the goal was to offer wellness programing in each community, regional, cooperative programing in some of the smaller municipalities was chosen instead
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013



### **Cooperative Public Health Service (\$68,317)**










*Franklin Regional Council of Governments (Lead); Towns of Buckland, Charlemont, Conway, Deerfield, Gill, Hawley, Heath, Monroe, Leyden, and Shelburne*

**Summary:** This is an expansion of the project funded by the FY13 CIC program to establish a new public health district. Funding would allow the district to expand both scope and size. The size would expand to include the Towns of Shelburne and Leyden, as well as staff to conduct outreach in additional towns. The scope of the district would expand to offer a complete, integrated online permitting function for all comprehensive member towns.

**Press:** Shores, Chris, "The Future of Paperless Permitting," *The Greenfield Recorder*

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To successfully implement an expansion of the cooperative public health service district and add	# of types of permits available online	15	0	Increase	15		15 is the total imagined as necessary at project inception.
	% of recreational camps inspected prior to opening, in accordance	100%	100%	Stable	100%		

regional e-permitting for public health	with state sanitary codes						
	# of “how to” sheets and training documents on the website	2	0	Increase	4		This measure will not be useful until the software launch
	% of all permit applications submitted online	10% of possible permits as of 2/14	0	Increase	100%		100% over the course of a year. Only possible from 1/1/2014 on.
	% of regional model regulations/ policies/ fee schedules adopted at the local level and with local input	4	3	Increase	2 per year		Prior period: Title 5 and Sand Testing; Food inspection policy Current period: Communicable Disease, Academic Advisory Board, Research Policy, and fee schedule
	# of critical violations found during food inspections			N/A	0	-----	Now that the software is in place, the project will be able to get this data for future periods.
	% of reported communicable diseases case report forms processed in accordance with state regulations	50%	37%	Increase	100%		The measure of this changed at the state level in 2013.
	# of services offered by the Public Health Nursing Program	6	4	Increase	8		Prior period: Mercury thermometer exchange; Sharps collection; Vaccines; Wellness visits Current period: Above plus medication management, nurse coaching for chronic disease self-management
	# of towns that are members of the district	10	8	Increase	12		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014  
\*\*April 1, 2012- March 31, 2013





## Planning, Economic Development, and Housing

### **Massachusetts Housing Data Portal (\$50,000)**

#### *Metropolitan Area Planning Commission*

*Summary:* This Housing Data Portal will help Massachusetts municipalities plan for increased housing production and track progress toward local housing targets and the Statewide Housing Production Goal of 10,000 multi-family housing units per year. It would serve as a “one stop shop” for municipalities to plan ahead for affordable and market rate housing that meets local demographics. Additionally, the portal will provide municipalities with the data required for a number of state and federal grant application processes, with a focus on data required for Housing Production Plans (HPPS). Additionally, a publically available centralized portal will provide a greater level of data consistency and accuracy.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a housing data portal to expedite and increase efficiency	% of datasets needed for a local housing needs assessment will be available	90	75	Increase	90		
	# of municipalities registered with the site within a year of deployment	N/A	N/A	N/A	100	-----	
	# of municipalities that used the site to fulfill their housing production plan data requirements within two years of deployment	N/A	N/A	N/A	10	-----	
	# of approved housing production plans will increase	N/A	N/A	N/A	N/A	-----	
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

*\*April 1, 2013- March 31, 2014*

*\*\*April 1, 2012- March 31, 2013*



## **Public Safety Projects**




### **Expansion grant for Southeast Fire Department Electronic Records and Permitting Collaborative- Electronic Building Permits (\$75,000)**

*Southeastern Regional Planning and Economic Development District (Lead); City of Fall River; Towns of Marion, Fairhaven, North Attleborough, Seekonk, and Westport*

*Summary:* SRPEDD received funding in the FY12 CIC round to develop a system of online fire permitting. Four of the eleven communities (North Attleborough, Seekonk, Westport, and Fall River) seek to expand the FY12 program by expanding the electronic capability into their building departments, and the Towns of Marion and Fairhaven wish to expand to join the fire collaborative and add the e-permitting solution for their building departments. Costs will be kept as low as possible by using a vendor who funds their licensing and ongoing maintenance charges by collecting a convenience fee of the processed through their software application. The reduced award reflects the elimination of funds requested for a contingency account.

#### *Performance report:*

<b>Project Goal</b>	<b>Measure</b>	<b>Current Period*</b>	<b>Prior Period**</b>	<b>Trend</b>	<b>Target</b>	<b>Status</b>	<b>Comments</b>
To improve municipal efficiencies and public access to the permitting process by expanding the multi-town fire department electronic permitting solution into building and health departments	# of electronic permits offered in each community's building and public health departments	1,729	637	Increase	1,600		Implementation has been slower than expected due to required infrastructure improvements
	# of permits filed by users in each community	783	0	Increase	700		45% of towns required time to test new system and amend fee structures to reflect use charges
	# of identifiable operational efficiencies achieved through this program	N/A	N/A	N/A	N/A	Data not yet collected on this item	Seekonk, Wareham, and Fairhaven have recently finished implementing the desktop version of the program. They are currently working on implementing the online web version. This stage will likely generate the most efficiency improvements after they progress up to the learning curve.

Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----
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\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

### **Rutland Regional Animal Control (\$83,904)**




*Towns of Rutland (Lead), Oakham, Barre, and Paxton*

**Summary:** These four small, rural communities are seeking startup costs to cover shared regional animal control services, including a regional facility, intergovernmental agreements, and regionalization expenses. The facility will be located in the Town of Oakham on town owned land and maintained behind the police station and it will replace the existing deteriorated and undersized buildings.

**Press:** Booth, Phyllis, "Town moves toward regionalizing animal control services," *The Landmark*.

**Performance report:**

*\*Project data not yet reported.*

Project Goal	Measure	Current Period	Prior Period	Trend	Target	Status	Comments
To develop a regional animal control program	# of animals picked up by the program						
	# of dollars saved by each town through use of a regional approach						
	# of animals housed in the shelter						
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013





### **NoFIRES (\$63,750)**




*Hampshire Regional Council of Governments (Lead); City of Holyoke; Towns of Athol, Erving, New Salem, Orange, Petersham, Phillipston, Royalston, Warwick, and Wendell*



*Summary:* This is an expansion request for a program originally funded through the FY12 CIC program. NoFIRES seeks to expand services to the City of Holyoke and seven communities in the North Quabbin region with the hope of serving 20 to 30 additional juvenile fire setters each year. Since January 2012, Northwestern District Attorney David Sullivan has collaborated with concerned communities leaders across social service agencies. NoFIRES has established a regional and multi-disciplinary program that provides effective intervention, education, and treatment referrals to youth and their families.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To sustain and expand a program to screen and identify high risk youth for fire setting behavior, including the development of preventative programs through a regional and multi-disciplinary approach	# of new communities participating in the program	51	0	Increasing	51		We currently cover a large geographical area but are considering expanding our services to additional neighboring communities that are looking for help with juvenile fire setter intervention
	# of children and parents/guardians participating in intakes, screenings, fire safety classes, interventions, and referrals	27	0	Increasing	40		We recently created a website to make it easier for referral sources to access the program information, contact us, and make a referral.
	# of fire safety classes offered	5	0	Increasing	7 (5 traditional and 2 modified)		We anticipate offering 5 traditional NoFIRES classes and 2 additional courses that are modified to accommodate special needs
	% of survey respondents stating they are satisfied with the program	100%	0	Increasing	100%		We hope to continue to receive positive feedback about the

							program. We also implemented an additional follow-up survey to track students 6 months after program completion.
Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----			

\*April 1, 2013- March 31, 2014



\*\*April 1, 2012- March 31, 2013






### **Northwestern District Anti-Crime Task Force Program (\$81,288)**

*Franklin Regional Council of Governments (Lead); Cities of Greenfield and Northampton; Towns of Athol, Amherst, Gill, Erving, Deerfield, Southamptton, Belchertown, and Montague; Franklin and Hampshire County Sheriff's Offices.*

**Summary:** The task force will be created to fill a void in investigative capabilities in the area comprising the Northwestern District relative to illegal narcotics, unlawful firearms offenses, gang related crimes, major crimes, human trafficking, and other organized criminal activities. The project will work with the Mass. State Police Narcotics Unit and coordinate its efforts with local, state and federal agencies tasked with investigating illegal narcotics offenses, etc. The project will coordinate between all available law enforcement options, including federal agencies and federally run task forces, and will supplement and provide resources to investigations into illegal narcotics offenses, etc.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To successfully implement the creation of a Northwestern District Anti-Crime Task Force	# of communities that sign the Memorandum of Understanding (MOU)	16	0	Increasing	16		
	# of police officers and detectives assigned to the task force	16	0	Increasing	16		

	# of task force deployments	60	0	Increasing	60		
	# of successful prosecutions that result from this program	22	0	Increasing	22		11 Superior Court indicted defendants, and 11 defendants in District Court
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

## **Veterans' Services Projects**

### **Northampton Veterans' Collaborative (\$35,000)**




*City of Northampton (Lead); Towns of Amherst, Pelham, Williamsburg, Chesterfield, and Cummington*

*Summary:* In 2009, Northampton joined with Amherst, Pelham, Williamsburg, Chesterfield, and Cummington to create a Veterans Services Consortium under a memorandum of understanding (MOU). This program will allow for the expansion of the current Central Hampshire Regional Veterans Services Consortium by providing funds for Hadley and Middlefield to join. This will also provide a continuous group of communities and allow for the formation of an official Veterans Service District under Chapter 115, Section 10.

*Performance report:*

*\*Data not yet provided on this project.*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
	# of veterans served in Hadley and Middlefield						
	# of benefits provided to veterans served in Hadley and Middlefield						
	% of municipal officials satisfied with the						

	provision of veterans' services, as evidenced through a survey						
Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----			

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013






### **Elder Affairs Projects**

#### **Two Town Trolley (Elder Paratransit) (\$30,600)**

*Town of East Longmeadow*

*Summary:* This program will provide funding for a regional paratransit service between the Towns of East Longmeadow and Hampden. Funds will be used to cover the costs of fuel, maintenance, driver training, and salaries for the drivers and dispatchers. Hampden is a small rural community that does not receive fixed route service from the local regional transit authority, and much of the Town of East Longmeadow does not fall within the ¾ mile radius mandated by the Federal Transit Authority.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional paratransit program for the Towns of Hampden and East Longmeadow	# of transportation opportunities will be increased	4,600	0	Increasing	4,000		
	# of affordable, cost effective, and efficient paratransit services offered in the community will increase	30	0	Increasing	30		
Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----			

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013






## **Environment/ Public Works/ Transportation**

### **Cape Cod Great White Shark Research (\$50,000)**

*Towns of Orleans (Lead), Chatham, Provincetown, Truro, Wellfleet, Eastham, Brewster, Dennis, Yarmouth, Barnstable, Harwich, and Nantucket*

**Summary:** Funds will be used to establish a local effort to collect scientific data of the increased presence of Great White Sharks in Cape Cod waters and pilot a community outreach initiative to educate citizens and visitors about the sharks. In October, several Cape communities met to discuss the growing Great White Shark population and the fact that no consistent outreach efforts currently exist. The Mass. Division of Marine Fisheries (DMF) conducted tagging operations for several years, and the first phase of the project is aimed at supplementing this research through the purchase, installation, and monitoring of receiver buoys that will record the presence of tagged great whites. DMF would analyze this data to identify behavioral trends, and phase two includes the design and installation of educational signs at various locations in each community. The final phase will be to design and publish informational brochures to be distributed to residents and visitors, providing specific information on sharks.

#### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional approach to great white shark outreach and education	# of signs installed	100%	100%	Stable	100%		
	# of people receiving education materials	8,000	5,000	Increase	8,000		
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013






### **Regional Highway Equipment Cooperative (\$24,500)**

*Towns of Brookfield (Lead), Brimfield, East Brookfield, Hardwick, Warren, and West Brookfield*

**Summary:** This application is a request to expand the work of the FY12 CIC grant that the communities received. Since the program began, the Town of Hardwick joined and several other towns have also expressed an interest. One task is to assess the impact of adding new communities to the Cooperative and the process for doing so. In addition, the member communities will explore the possibility of sharing one employee among all of the highway departments. The COOP will hire a

personnel expert to study the issues and solutions and seek approval of the concept by local officials.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To continue to develop, expand, and sustain a regional highway equipment cooperative program	# of communities joining and participating in the program	1	1	Stable	1		Currently, the COOP contains 6 towns. One additional town is considering membership.
	# of dollars saved through the regional sharing of equipment	N/A	N/A	N/A	N/A	-----	The continues to save by sharing equipment among highway departments and obtaining lower prices on joint purchasing through economies of scale
	# of applications submitted for other grant programs to purchase additional equipment to share among member municipalities	1	0	Increase	2		
	Evaluate the feasibility of hiring a regional employee	N/A	N/A	N/A	N/A	N/A	The recipients are currently exploring the mechanism for hiring an employee that will be shared by six highway departments.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013




**Forming a Regional Transportation Management Association (\$60,000)**




*Towns of Acton (Lead), Boxborough, Concord, Littleton, Maynard, Stow, and Westford*

*Summary:* In FY12, the Towns of Acton, Boxborough, Littleton, Maynard and Stow received a CIC grant to develop a regional transportation program. For FY13 two communities, Concord and Westford, have been added to the program. The partners are seeking to provide better coordinated transportation services to help

commuters get into Boston and Cambridge, reverse commuters coming from the city into the area, suburb to suburb commuters, and people with daily need trips to medical facilities. This expands the FY12 focus, which was on better utilizing Council on Aging vans.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop and expand a regional transportation program	% of participating communities with a signed agreement that became part of the program	4	0	Increase	7		This project began in year 1 with 5 communities participating. It has grown to incorporate 7 communities. To date 4 of the 7 partners have signed an Intermunicipal Agreement to join CrossTown Connect. All of those communities have also elected to participate in the Central Dispatch. The goal is for all 7 communities to sign-on as members.
	# of business partners that have a signed MOU to become part of the group	1	0	Increase	5		To date Clock Tower Place has signed-on as a member and has donated office space in lieu of dues. Meetings have been held with IBM and CISCO and both have indicated an interest in joining. Outreach has been conducted with Guttierrez Company, and Sam Park. BOSE has been contacted.
	# of public engagement procedures developed/ outreach meetings held	16	N/A	Increase	(Target not yet set)	N/A	
	# of communities participating in CrossTown Connect Centralized Dispatch	4	N/A	Increase	7		It is the goal of the group that eventually all 7 partner communities will participate in CrossTown Connect's Central Dispatch operation. To date four have signed-on, two are currently participating. Another

							will be added as of March 1 and the fourth by June 1. Outreach and promotion will continue to the other communities to encourage their participation.
Status Legend	Off target: 	Close to target: 	On target: 	Not applicable: -----			

\*April 1, 2013- March 31, 2014



\*\*April 1, 2012- March 31, 2013

### **Northern Middlesex Storm Water Collaborative (\$98,000)**





*Northern Middlesex Council of Governments (Lead); City of Lowell; Towns of Billerica, Chelmsford, Dracut, Dunstable, Pepperell, Tewksbury, Tyngsborough, and Westford*

**Summary:** This grant will allow for the formation of a regional collaborative to undertake the public education, procurement, management, administrative, and mapping tasks that are necessary for implementing municipal storm water management plans and meeting EPA requirements. The intent of the collaboration is to utilize new approaches to solve storm water problems across the region in a way that reduces costs for local governments and taxpayers, and promotes regional communication and cooperation. Reduced funding will provide for public education and outreach as well as joint procurement.

### *Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional storm water management program.	% of participating municipalities will sign an intermunicipal agreement to formally establish the collaborative	100%	0	Increase	100%		
	% of participating communities will be involved in a common public outreach and education program	100%	0	Increase	100%		All involved municipalities agreed to participate in a common education and outreach program. Each municipality provided NMCOG with a copy of their current MS4 Education and Outreach commitments, and NMCOG has researched



							and compiled additional education materials, which NMCOG is currently inventorying.
	# of storm water mapping activities conducted by the program	N/A	N/A	N/A	N/A	N/A	NMCOG inventoried stormwater GIS filed and created a master spreadsheet detailing the data and the gaps that are present.
	# of duplicative activities eliminated through the establishment of the collaborative	6	0	Increase	7		The six duplicative activities eliminated through the establishment of this collaborative include (1) Development of solicitation for stormwater website; (2) Establishment of a Facebook account; (3) Establishment of a Twitter account; (4) Compilation of print and education materials; (5) Completion of workshops/ trainings; and (6) Grant writing
Status Legend	Off target: 	Close to target: 		On target: 		Not applicable: -----	

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013





### **Hamilton-Wenham Regional Department of Public Facilities and Infrastructure (\$30,000)**

*Towns of Hamilton and Wenham (Lead); Hamilton-Wenham Regional School District*

**Summary:** The Towns of Hamilton and Wenham and the regional school district have a rich history of sharing municipal services. This current endeavor is to build the first combined public works department in Massachusetts. The District and Towns are committed to moving forward to design and implement a new paradigm for the management of all public facilities, infrastructure, and grounds maintenance, including routine and preventative building maintenance, capital repairs and overall infrastructure improvement. This initiative has been researched and planned three years ago, and a pilot program that handled the combined grounds maintenance was launched in April 2011.

**Press:** [Sprague Frederiksen, Lucy, "Hamilton, Wenham receive two grants," Wickedlocal.com, March 1, 2013.](#)

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a regional infrastructure department implementation plan for the Towns of Hamilton and Wenham and the Hamilton-Wenham Regional School District	% of local and elected officials involved in the decision making process	17.65% (3 of 17 elected officials)	17.65%	N/A	100%		1 elected official from each of the three partners has participated each quarter. In addition, two finance committee members – one from Hamilton and one from Wenham - were added to the Steering Committee in December.
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013







**Regionalized Municipal Storm Water Management (\$115,000)**

*Spencer (Lead), Auburn, Charlton, Dudley, Holden, Leicester, Millbury, Oxford, Paxton, Shrewsbury, Spencer, Sturbridge, Webster, and West Boylston; Boylston, Grafton, Hardwick, Monson, New Braintree, Northbridge, Northborough, North Brookfield, Palmer, Princeton, Rutland, Southbridge, Sterling, Upton, Ware, Westborough, and Wilbraham*

**Summary:** Expand last year's overwhelmingly successful project of regionalizing Storm Water Management in Central Massachusetts by adding seventeen (17) new communities to the existing thirteen (13)-town collaboration, now known as the Central Massachusetts Regional Storm Water Coalition (CMRSWC). This entity was created through the collaborative efforts implemented with FY2012 Community Innovation Challenge (CIC) Grant Program funds. In addition to expanding to implement FY2012 tasks in the 17 new communities, the proposed project advances the CMRSWC by building on work done in the original 13 communities and adds new tasks that will move all 30 communities forward. The overall purpose of this multi-town initiative through the FY2012 project, and now the FY2013 project is to address common priorities as they relate to municipal storm water Management and to develop a regional approach to address the priority of protecting water quality for current users and future generations. This joint effort is designed to achieve service efficiencies and realize cost savings

through the collaboration of education and training, standardizing policies and procedures, sharing a common data base management system, and sharing equipment. Efficiencies have already been achieved and will continue as such through the sharing of ideas and tasks rather than an autonomous approach to managing our municipal storm water. Cost savings will also be achieved through the continued joint effort.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To develop a collaborative approach to stormwater management and education	# of new communities receiving the same training as municipalities from FY12	17	0	Increase	17		The project consultant performed two training sessions, which allowed all 17 new communities to participate
	# of new communities trained on the use of water quality test kits	17	0	Increase	17		The project consultant performed a training session that included engineers, conservation agents, town administrators, and highway personnel from participating municipalities.
	# of new communities will be trained on PeopleGIS	17	0	Increase	17		New communities were trained on the use of PeopleGIS, the on-line database of stormwater infrastructure and forms tracking
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

## **Library Projects**

### **Ames Free Library's Creative Commons (\$40,000)**

*Town of Easton*









*Summary:* The Ames Free Library is expanding services by developing a multiple use learning hub that will integrate information, technology, and collaborative

expertise to support lifelong learning and digital media creativity. CIC funding will outfit a Digital Media Laboratory and an Education/Business Center that will provide technology and space for the library and the Oliver Ames High School and Easton Council on Aging.

*Press:* Maguire, Patrick, "Ames Free Library Receives \$40 Thousand State Grant for 'Creative Commons' at Queset House," Easton Patcik, February 14, 2013.

Graber, Justin, "Easton to transform Queset House into digital space," The Brockton Enterprise, February 19, 2013.

*Performance report:*

Project Goal	Measure	Current Period*	Prior Period**	Trend	Target	Status	Comments
To create the Creative Commons program at the Ames Free Library's Queset House	% of new visitors at the end of 6 months	8,600 per month	N/A	N/A	9,890		Goal of 9,890 visitors per month at 6 months after opening on April 11, 2014
	% of new visitors by the end of 12 months	N/A	N/A	N/A	10,750	-----	Goal is 10,750 visitors per month after 12 months
	% of new adult computer program users at the end of six months	677 per month	N/A	N/A	780		Goal is 780 users per month at 6 months after opening April 11, 2014
	% of new adult computer program users at the end of twelve months		N/A	N/A	25%	-----	Goal is 846 users per month after 12 months
	# of volunteer hours will increase	140 per month	N/A	N/A	160		Goal is 160 hours per month after 6 months; 175 after 12 months
	% of new program attendees at end of six months	875 per month	N/A	N/A	15%		Goal is 1006 per month at 6 months after opening
	% of new program attendees at the end of twelve months		N/A	N/A	25%		Goal is 1,094 per month after 12 months
Status Legend	Off target: 		Close to target: 		On target: 		Not applicable: -----

\*April 1, 2013- March 31, 2014

\*\*April 1, 2012- March 31, 2013

## **Fiscal Year 2014 Projects**

### **Overview**

In February, 2014, the EOAF announced 37 projects slated to receive funding under the Fiscal Year 2014 round of the CIC program. The third year of funding represents the highest number of projects funded in a single year of the program, and also the highest number of municipalities, 206, participating in any given year. At the time of this report, EOAF continues to work with all 37 project recipients to develop contracts with a target of April 1, 2014 as the effective date. As a result of this timeline, performance data does not currently exist on these projects. This section includes summaries on each project that is a part of this round, as well as, where available, stated goals and outcomes for each project.

### **Education Projects**

#### **A Collaborative Technology Enhancement Initiative (\$158,200)**

*Tantasqua Regional School District (Lead); Towns of Brimfield, Brookfield, Holland, Sturbridge, and Wales*

*Summary:* Five towns and six school districts share a central office and are seeking funding to update operating systems in four of the towns and to create a collaborative partnership with the Tantasqua RSD. This will be done through securing equipment for the Town Hall offices with updates and hiring a technologist to address the monthly needs of each of the towns. Following the grant, the towns and regional school district would absorb the costs of the technologist.

#### **Creating an Agriculturally Based Curriculum at Hawlemont (\$130,000)**

*Hawlemont Regional School District*

*Summary:* Hawlemont services students in grades preK-6. The school has faced declining enrolment, and this program will help it to rejuvenate the school with an innovative curriculum focused on hands-on agricultural learning, based on a similar project in Walton, Kansas. Animals will be loaned by local farmers, and foundations may provide additional funding and support.

#### **School StatNet Continuation and Expansion (\$90,000)**

*Cities of Somerville (Lead), Everett, Fitchburg, Lowell, Revere, and Springfield; Town of Westborough*



*Summary:* This project received funding in FY13 to establish the program. In the first year, the work focused on hosting meetings and testing the concept. In the second year, the participating entities hope to expand the initiative by (1) Embedding shorter School StatNet like meetings in the regular meetings of existing school-related professional associations; (2) Facilitate study teams composed of representatives from the state and from districts; and (3) Pilot implementation of a performance management program in which analysts get assigned to districts to help them roll out performance management initiatives.

*Goal:* To continue and expand the School StatNet program, which facilitates data-informed meetings, workshops, and study teams among education decision makers and analysts from different levels of government and from academia and to pilot the launch of a self-sustaining School District Performance Management Program, in which a Collins-based team provides analytical support to districts.

*Measures:*

- # of districts attending at least one School StatNet meeting or embedded workshop
- % of meeting attendees who reported that meetings or workshops were helpful or very helpful
- % of State/ Local Study Team participants who report that the Study Team process has been productive
- # of districts applying to participate in the School District Performance Management Program during pilot phase
- % of districts willing to assume full cost of participation in SDPMP by January 1, 2015.

### **Establishment of a Regional Technology Infrastructure for the New Essex North Shore Agricultural and Technical School District (\$125,000)**

*North Shore Vocational Technical School District (Lead); Essex Agricultural School District*

*Summary:* North Shore Technical High School and Essex Agricultural and Technical High School are located within four miles of each other, and in the fall of 2014 they will regionalize with technical programs from the Peabody Public Schools to create the largest vocational-technical-agricultural district in the Commonwealth,

Essex North Shore Agricultural & Technical School District. This project will allow all of the districts to be on the same systems and software. The grant will allow for twelve systems necessary for the functioning of the school to be in place by the time the new district is open.

*Goal:* To establish a new district by merging the technology systems of three distinct school districts, all with varied approaches and resources, into a unified, successful regional district.

*Measures:*

- Build databases by integrating all data from the schools involved for all 12 systems
- 100% of staff will be trained on the systems required for successful completion of their responsibilities
- 100% of students will be trained on systems required for their success in the classroom
- 4 training sessions will be held for parents to educate them on the systems that are available to them
- 12 systems will be fully implemented to assist the new district in meeting the technology needs of a 21<sup>st</sup> Century School

### **Expanding Model Program for Students with Dyslexia (\$44,000)**

*Manchester-Essex Regional School District*

*Summary:* This program builds on a project that received CIC funding in FY12 and FY13. The current program includes grades 4-5 and grade 6 programs, and additional funding would establish an 8<sup>th</sup> grade program. This would provide a continuum of services, expand common methodologies, increase overall cost avoidance, and preclude the need for out of district placements.

*Goal:* To expand and continue to develop a regionalized special education program for children with dyslexia in grades 4-8.

*Measures:*

- # of dollars cost-avoided (to be calculated based on program enrollment in September, 2014)
- % increase in reading scores of students enrolled in the program (Baseline to be established in spring 2014)
- Total # of MERSD students placed out of district will decrease (Baseline to be established in spring 2014)

### **Environmental Protection/ Public Works Projects**

#### **Central Massachusetts Regional Stormwater Coalition (\$80,000)**

*Towns of Spencer (Lead), Auburn, Boylston, Charlton, Dudley, Grafton, Hardwick, Holden, Hopkinton, Leicester, Millbury, Monson, Northbridge, Northborough, North Brookfield, Oxford,*



*Palmer, Paxton, Rutland, Shrewsbury, Southbridge, Spencer, Sterling, Sturbridge, Upton, Uxbridge, Ware, Webster, West Boylston, Westborough, Wilbraham*

**Summary:** Thirty member municipalities known as the Central Massachusetts Regional Stormwater Collaborative (CMRSWC) are continuing their efforts to address requirements from US EPA's Municipal Separate Stormwater Sewer System (MS4) General Permit. This year's funding will help add new tasks such as developing a performance management program and incorporating tools to increase the financial and technical sustainability of the Collaborative for future years.

**Goal:** To continue work began in 2012 to address common priorities as they relate to municipal stormwater management and to develop a regional approach to address the priority of protecting water quality for current users and future generations.

**Measures:**

- # of members communities that seek to maintain previously equipment purchased jointly
- # of member communities seeking to update and prepare tools through joint purchase of equipment
- # of member communities that seek to learn performance management skills and incorporate them into the project
- # of member communities that jointly purchase a third Leica device used for field surveys

**Gateway City LED Streetlight Retrofits (\$237,000)**

*Metropolitan Area Planning Council (Lead); Cities of Brockton, Chicopee, Fall River, Lawrence, Lowell, Malden, and Westfield*

**Summary:** Funding will allow the Metropolitan Area Planning Council (MAPC) to work with seven Gateway Cities to complete LED streetlight retrofit projects. MAPC will assist the communities in drafting procurement documents, reviewing proposals, understanding options for LED products, financing, maintenance, and drafting contracts. The project will provide communities with technical knowledge and access to a group procurement method that will reduce acquisition costs.

**Goal:** To develop a regional procurement model to purchase and install LED streetlights

**Measures:**

- # of participating communities completing a streetlight audit
- 1,500 streetlights will be retrofitted with LEDs
- \$850,000 will be saved annually from the retrofits

**Hamilton-Wenham Regional Department of Public Facilities and Infrastructure (\$90,000)**

*Towns of Wenham (Lead) and Hamilton; Hamilton-Wenham Regional School District*

*Summary:* Funding will build on a project that received \$30,000 in FY13 to plan out a merged facilities department. Additional funding will allow the participating entities to purchase equipment to facilitate the merger of the departments. Additionally, funding will be utilized to ensure that all three entities are on the same accounting software which will facilitate the merger.

*Press:* Rattigan, David, "Towns receive grant to fund public facilities and infrastructure department," The Boston Globe, February 16, 2014.

Fortier, Marc, "Hamilton, Wenham and HWRSD Receive \$90K Grant," Hamilton-Wenham Patch, February 13, 2014.

### **Regional Forestry Equipment Cooperative (\$193,675)**

*Central Massachusetts Regional Planning Commission (Lead); Towns of Auburn, Barre, Hubbardston, Oakham, Paxton, and Rutland*

*Summary:* Funding will allow six communities in Central Massachusetts to establish a Regional Forestry Equipment Cooperative. Funding will be used for the acquisition of a bucket truck, training, and development of an intermunicipal agreement to govern the use of the equipment and cost-sharing formula. This builds on the successful co-op program established by the Town of Brookfield, and can serve as a model for other interested municipalities.

### **Regional Recycling of Agricultural Plastics and Fuel Pellet Bags (\$60,950)**

*Franklin County Solid Waste District*

*Summary:* Franklin County is home to a large number of agricultural operations. Many farms generate plastic wastes, with the largest being the white film that wraps green hay. The District received a \$18,350 Sustainable Materials Recovery Program pilot grant from MassDEP to set up a pilot collection program for recyclable plastics. In 2013, the recycling market insisted that all materials for recycling must be baled by product type prior to shipping by truck, which was a hurdle that the District could not overcome due to lack of equipment. The District then used part of the DEP grant, with approval, towards trucking costs for materials that were not baled. This grant will allow the District to successfully divert two high-volume waste streams (agricultural plastic and fuel pellet bags) into a recycling stream. Funding will be used to purchase equipment to store and compact the agricultural plastics.

*Goal:* To develop a sustainable recycling program for agricultural plastics and residential wood pellet bags.

*Measures:*

- 10 towns will host pellet recycling sheds
- 2,000 pounds of pellet bags will be collected and recycled
- 30 farming operations participating in the ag plastics collection program
- 10 tons of ag plastic is baled for market

**Merrimack Valley Stormwater Collaborative (\$145,000)**

*Merrimack Valley Regional Planning Commission (Lead); Cities of Amesbury, Haverhill, Lawrence, Methuen, and Newburyport; Towns of Andover, Boxford, Georgetown, Groveland, Merrimac, Newbury, North Andover, Rowley, Salisbury, and West Newbury*

*Summary:* All 15 municipalities in this region signed onto this application to establish a regional stormwater collaborative. The proposed funding amount is less than the requested amount and based on the belief that the Collaborative can utilize documents and materials established by the similar project established by the Town of Spencer.

*Goal:* To establish a regional stormwater collaborative across 15 Merrimack Valley cities and towns, using an innovative approach that eliminates redundancies, reduces local costs, and fosters regional cooperation in the development and implementation of EPA-compliant municipal stormwater management programs (SWMPs).

*Measures:*

- # of duplicative activities eliminated as a result of intermunicipal collaborations
- # of collaborative municipal workshops and training sessions conducted
- # of participants in training sessions
- # and variety of public education materials produced and forums conducted
- \$s saved through the implementation of common training and education sessions and materials, regionalization of stormwater infrastructure database development and mapping, and establishment of common stormwater management policies, practices, and protocols
- # of local/ regional stormwater utilities created
- # of other Commonwealth regions/ locales replicating all or parts of this model

*Press:* "Grants of \$145K awarded to Stormwater Collaborative," The Eagle-Tribune, February 11, 2014.

**Multi-Board Purchasing Program/ Shared Articulation List (\$56,400)**

*Blackstone Valley Regional School District (Lead); Mendon-Upton Regional School District; Town of Upton*



*Summary:* This grant will allow the Blackstone Valley Regional Technical School District to purchase an indoor/outdoor "Cherry-Picker" articulation lift, and develop a formal agreement to share it with the Mendon-Upton RSD and the Town of Upton. This will allow for the purchase of future equipment that can be shared. Currently, the three entities rent lifts or contact out the work, which costs members over \$10,000 per year.

*Press:* "Upton: BVT receives grant for shared equipment," The Milford Daily News, February 10, 2014.

"Valley Tech grant nets new hydraulic lift," The Worcester Telegram and Gazette, February 13, 2014.

### **Neponset Valley Regional Stormwater Collaborative (\$130,366)**

*Metropolitan Area Planning Council (Lead); Towns of Canton, Dedham, Medfield, Milton, Norwood, Randolph, Sharon, Stoughton, Walpole, and Westwood*

*Summary:* Working with MAPC, this group of eleven municipalities will establish a regional program to prepare for new EPA stormwater permitting requirements. Each of the eleven municipalities participating in this program agreed to pay \$5,000 to participate in the first year, which accounts for the relatively small ask as well as sustainability goals of the program.

### **Natick- Natick Soldier Services Joint Services Project (\$11,000)**

*Town of Natick*

*Summary:* A goal of the project is to better connect the Town of Natick and the Natick Soldier Services Center in an on-going working, collaborative fashion. Currently, both entities undertake several property, facility, and grounds upkeep tasks every year as any property owner would. The most important purpose of the shared services application is to allow the NSSC to be a more cost effective operation and property as Department of Defense facilities worldwide are evaluated for possible closure in the near future.

### **Northern Middlesex Stormwater Collaborative Expansion (\$81,000)**

*Northern Middlesex Council of Governments (Lead); City of Lowell; Towns of Billerica, Burlington, Carlisle, Chelmsford, Dracut, Dunstable, Littleton, Pepperell, Tewksbury, Tyngsborough, Westford, and Wilmington*

*Summary:* The Northern Middlesex Council of Governments (NMCOG) received \$98,000 in CIC funding to develop a regional stormwater collaboration. This year, NMCOG will receive additional funding to add four communities, bringing the total number of participants to 13. Additionally, funding will allow the participating municipalities to work on a public outreach component of the program.

*Goal:* To expand the Northern Middlesex Stormwater Collaborative from nine to thirteen communities for the purposes of: addressing stormwater issues using an innovative collaborative approach directed at achieving cost savings; fostering inter-municipal cooperation and coordination; and improving water quality.

*Measures:*

- # of duplicative activities eliminated as a result of collaboration
- # of collaborative training sessions and public education conducted
- # of reports filed and grant applications submitted
- # of other regional entities and/or municipal governments across the Commonwealth that replicate components of this program
- # of dollars saved through implementation of common outreach program and regional procurement, regionalization of mapping activities, and establishment of common practices and protocols

### **Regionalizing Municipal Stormwater Management in Southeastern Massachusetts (\$80,000)**

*Towns of Mansfield (Lead), Abington, Bridgewater, Canton, East Bridgewater, Easton, Foxboro, Middleborough, North Attleboro, Norton, Plainville, Raynham, Sharon, Stoughton, West Bridgewater, and Wrentham; Cities of Brockton and Taunton*

*Summary:* Eighteen member municipalities will work with the Southeastern Regional Services Group (SERSG) to develop the Southeastern Massachusetts Stormwater Collaborative. The collaborative will directly help these communities to improve the quality of their local watersheds and comply with the mandates of U.S. EPA's Municipal Separate Stormwater Sewer System (MS4) General Permit. The recommended funding amount is a reduction from the original request, reflecting the belief that the municipalities can utilize certain documents and materials already established through the project led by the Town of Spencer.

*Goal:* To regionalize municipal stormwater management in southeastern Massachusetts through collaborative education, data management, and policy development through the Southeastern Massachusetts Stormwater Collaborative (SEMSWC).

*Measures:*

- # of communities scheduled/ received training session
- % complete in development of the educational website
- % complete in development of the Request for Proposal (RFP)

## **Information Technology Projects**

### **Co-Location of Appraisal System with Amherst and Pelham (\$25,000)**

*City of West Springfield (Lead); Towns of Amherst and Pelham*

*Summary:* In FY2013, the Towns of Amherst and Pelham received a \$35,000 CIC grant to merge assessing functions. This merger allowed property cards for both towns to be in the same database and supported an inter-municipal agreement through which the Town of Amherst providing staffing and technical assistance to the part-time Pelham Board of Assessors. This project will allow the City of West Springfield to join the same assessing system as the Towns of Amherst and Pelham.

### **Co-Location of Financial Management Software (\$180,000)**

*Town of Amherst (Lead); City of Northampton*

*Summary:* Both the Town of Amherst and the City of Northampton use Tyler Technologies' Munis program for financial management purposes. Currently, Tyler hosts this program for the City of Northampton, at a cost of \$80,000 per year. Through this program, Amherst will host the program for Northampton, which will allow Northampton to realize \$80,000 in savings each year. Additionally, it will serve as a platform for other IT collaborations between the two communities.

*Goal:* To implement a regional server platform to allow municipalities to consolidate and align database software solutions while benefiting from future capital cost avoidance and reducing annual operating costs.

*Measures:*

- 99.9% planned uptime for the intermunicipal network
- 3 servers in the shared platform will be dedicated to the City of Northampton
- 70 users in Northampton will utilize the newly created shared server platform

- 2 redundant offsite backup/ disaster recovery solutions will be configured and tested, one in Amherst Town Hall and the other in the newly built State Data Center in Springfield
- 5 main components of a shared inter-municipal financial management solution implementation will be documented for use by other Commonwealth communities.

### **Connecting the Dots: Public Access, Cloud Accounting, and Security (\$128,000)**

*Town of Washington (Lead); Members of the Community Software Consortium (CSC)*

**Summary:** A group of small communities, with the support and encouragement of the Division of Local Services (DLS), developed the Community Software Consortium (CSC) approximately 20 years ago. The municipalities established CSC as a means of developing and sharing software to respond to DLS' online reporting requirements for tax assessment and collection data. In FY12, the group received funding to create a new tax collection software program. This year, the CSC asked for funding to enhance their accounting, treasury, and assessing systems, as well as to develop a new Remote IT Backup and Security System. The proposed funding will allow the group to develop a new Remote IT Backup and Security System to assist with the securing of municipal IT data. The program will become sustainable through CSC membership dues.

**Goal:** To develop a ready for field testing: (1) Real Estate Public Access system; (2) Remote IT Backup and Security System; and, to the extent possible, (3) Single user Cloud Based Accounting and Treasury Module to be utilized by the Town of Washington with the eye on a multi-user cloud based module for all towns in the future, which together will provide small towns with an integrated, state of the art, and affordable core municipal finance system.

**Measures:**

- 10 towns will sign up for the Remote IT System
- 3 new (to the CSC towns will sign up for Real Estate Public Access)
- % of new users that are extremely satisfied with their experience using one of the new systems, based on survey results
- # of new CSC members
- 1 user in the cloud based accounting environment (Town of Washington) by 2015.

### **Enhancement and Expansion of Commonwealth Connect (\$80,000)**

*Metropolitan Area Planning Council (Lead); City of Boston*

**Summary:** In 2012, the City of Boston received a \$400,000 CIC grant to develop the Commonwealth Connect App, a smart phone app that allows residents in participating municipalities to report quality of life issues to their municipal government. The original grant provided funding for project management, as

well as for the procurement of vendor services to develop a platform and engage up to 35 cities and towns.

### **Hampshire Cloud (\$105,000)**

*Hampshire Council of Governments (Lead); Towns of Hadley, Chesterfield, Amherst, Rowe, and Westhampton*

*Summary:* In FY13, the HCOG, working with the Towns of Hadley and Chesterfield, received \$80,000 to initiate this project. The HCOG is seeking additional funding to include three new municipalities in the project which develops cloud computing capabilities for small municipalities in Hampshire County. Grant funding allows for the purchase of hardware, software, and technical and administrative data which, as growth mandates, could be hosted at the Springfield Data Center. This program alleviates significant issues for small communities, such as costs and security issues related to IT storage.

*Press:* “Hampshire Council of Governments gets funding for Hampshire Cloud,” *The Republican*, February 13, 2014.

### **Municipal Open Checkbook System (\$180,000)**

*Cities of Woburn (Lead), Chelsea, Chicopee, and Revere; Town of Brookline*

*Summary:* In 2013, these five communities received \$120,000 in CIC funding to develop the first year of the program. The municipalities worked with a vendor to develop the system, and engaged an additional seven municipalities to participate in the program, bringing the total number of participant municipalities to 12. Additional funding will ensure that up to 20 additional communities can participate in this program.

### **Open Checkbook (\$4,800)**

*City of West Springfield*

*Summary:* The Municipal Open Checkbook program, spearheaded by the City of Woburn, is currently only open to municipalities that have Munis financial management system. This low-dollar project will allow the City of West Springfield to develop a low-cost program using their web host.

*Goal:* To develop a system of municipal financial transparency

*Measures:*

- % of financial information available through the Open Checkbook portal
- # of hits on the website
- % of users, as documented through a survey, who are satisfied with the ease of use of the portal

### **4-town GIS Mapping Project (\$20,000)**



*Towns of Franklin (Lead), Norfolk, Plainville, and Wrentham*



*Summary:* These four communities recently joined together to implement a regional dispatch program. CIC funding will allow the towns to work together to develop a mapping layer of all four communities that could be utilized by the dispatch program and serve as a model for other future regional public safety collaborations between these municipalities.

### **Public Health Projects**

#### **Hampden County Shared Public Health Nurse Assistance Program (\$110,000)**

*Pioneer Valley Planning Commission (Lead); City of West Springfield; Towns of Blandford, East Longmeadow, Granville, Southwick, Montgomery, Palmer, and Tolland*

*Summary:* This builds on the success of a project that first received CIC funding in FY12. Several communities expressed an interest in joining this program, which provides a public health nursing service to participating municipalities. DPH strongly supports this proposal, which also includes funding to conduct a health needs assessment that will allow the municipalities to develop a plan to ensure the success of the program.

*Goal:* To address long-term unmet needs and service gaps in local public health by creating a sustainable Regional Public Health service program that provides supplemental shared public health nursing services among participating municipalities in Hampden County

#### *Measures:*

- # of communities served within the program and % increase of communities served through the program from the 2013 CIC grant period
- # of participants served through the shared nurse and % increase of participants served through the shared nurse from the 2013 CIC grant program
- # of partnering community organizations and collaborative public health events held through the Public Health Educator

**Massachusetts Tick-Borne Disease Network (\$111,300)**

*Towns of Bedford (Lead), Buckland, Charlemont, Conway, Deerfield, Gill, Hawley, Heath, Leyden, Monroe, Shelburne, Acton, Bedford, Carlisle, Concord, Lincoln, Winchester, Barnstable, Brewster, Bourne, Chatham, Dennis, Eastham, Falmouth, Harwich, Mashpee, Orleans, Provincetown, Sandwich, Truro, Wellfleet, Yarmouth, Nantucket*

**Summary:** The program will engage 32 municipalities from across the state and work with the Laboratory of Medical Zoology at the University of Massachusetts to collect, identify, test, and report the occurrence of ticks and associated diseases. Currently, no concerted effort exists to combat tick-borne diseases in the Commonwealth. Results of the tests will be made available to residents, and additional public health outreach messaging will be developed and a summation of data collected will be provided to Mass. DPH to support their statewide disease surveillance efforts.

**Press:** [“Bedford Board of Health to receive \\$111,000 to survey ticks,” \*Wicked Local Bedford\* February 17, 2014.](#)

**Public Health Nursing Program, Year 3 Expansion (\$47,042)**

*Berkshire Regional Planning Commission (Lead); City of North Adams; Towns of Adams, Alford, Becket, Clarksburg, Dalton, Egremont, Florida, Great Barrington, Hancock, Lanesborough, Mount Washington, New Marlborough, Peru, Richmond, Sandisfield, Savoy, Sheffield, Washington, West Stockbridge, Williamstown, Windsor*

**Summary:** In 2012, this group of municipalities received a federally-funded District Implementation Grant (DIG) from Mass. DPH to establish the Berkshire Health Alliance. This is a different model than a traditional health district, through which municipalities can choose to participate in particular programs offered by the Alliance, such as the public health nursing. This program received CIC funding in FY12 and FY13 to build the public health nursing program. Additionally funding will allow the Alliance to engage more municipalities as the program has grown in interest over the last three years. The program expects to become fully self-sustaining by the spring of 2015.

**Goal:** To provide all Berkshire County communities with access to comprehensive, professional public health nursing services.

**Measures:**

- 7 existing communities will re-sign contracts
- # of communities to which outreach will be conducted
- # of communities that express interest in joining the program
- 100% of MAVEN functionality will be regionally implemented
- 7 communities will receive Lyme ITM Plan

**Press:**

## **Public Safety Projects**

### **Cloud Based Visual Access for First Responders (\$13,604)**

*Pathfinder Regional Vocational Technical School District (Lead); Town of Palmer*

*Summary:* Currently, Pathfinder provides area first responders with detailed blueprints and building plans for use in the case of an emergency. The new software purchased will store needed information such as call lists, chemical and power sources, and on-line safety plans all at a key stroke. Most importantly responders can externally access our cameras. Hence, from the safety of distance, first responders can see through Pathfinder cameras' eyes and effectively prepare for what's ahead of them. Once installed, Pathfinder will operate as a pilot school.

### **Eastern Hampshire District Criminal Intelligence Equipment Sharing (\$18,000)**

*Towns of Amherst (Lead), Belchertown, and Pelham*

*Summary:* Funding would allow for the purchase video surveillance equipment utilized to deter and prevent criminal activities and enterprises. The grant would allow for the purchase of surveillance video equipment that can be deployed quickly via turnkey wireless surveillance solutions in high crime and liability areas. Equipment will be shared by the three participating municipalities and can serve as an example for future public safety collaborations in this region.

*Goal:* To enhance public safety collaboration by the Eastern Hampshire District Criminal Intelligence Equipment Sharing Partnership through the purchase of video surveillance equipment utilized to deter and prevent criminal activities and enterprises.

*Measures:*

- 15% increase in the clearance rate of motor vehicle burglaries
- 10% increase in the clearance rate of parking lot/ recreational area vandalisms
- 10% reduction in motor vehicle burglaries

### **Ensuring Quality Police Data (\$80,000)**

*Cities of Chelsea (Lead), Everett, and Revere*

*Summary:* This project builds on data analysis and performance management work that these three communities began last year. Working together, they will determine why errors occur with crime data, provide strategies to eliminate errors, and establish uniform reporting processes and data audit guidelines. This process will improve the capacity of communities to share data, and develop joint to address crime, and allow the state to evaluate grant programs better. The three participating

communities will share the findings and recommendations from the study with other municipalities to foster statewide changes.

*Press:* “EPD To Receive Funding from Community Innovation Challenge Grant,”  
Everett News, February 21, 2014.

**Franklin County Initiative for Regional Excellence in Response (FIRE Response) (\$79,557)**

*Franklin Regional Council of Governments (Lead); Towns of Ashfield, Buckland, Charlemont, Colrain, Conway, Gill, Heath, Leverett, Leyden, Montague, New Salem, Northfield, Shelburne, Shutesbury, Sunderland, Warwick, and Wendell*

*Summary:* This project began through a study initiated by the Franklin Regional Council of Governments (FRCOG) utilizing District Local Technical Assistance (DLTA) funding. The overall objective is to improve the speed, staffing, and expertise of fire response. It will provide consistent data, develop shared performance measures, and develop regional collaborations. Funding will purchase and provide a shared software platform, collect data, and use the data to improve collaborations to better meet the response and operations standards set by the National Fire Protection Association and similar organizations.

*Goal:* To implement the Franklin County Initiative for Regional Excellence in Response (FIRE Response) to improve speed, staffing, and expertise of fire response in Franklin County.

*Measures:*

- % of departments using the regional software to complete MFIRS
- % of departments using full software capability
- # of performance measures developed and implemented annually
- % of possible departments sharing data on performance measurement
- # of departments working on new collaborations to meet existing issues
- # of reports filed with MFIRS across the County on an annual basis

**North Quabbin Regional Animal Control Program (\$91,257)**

*Franklin Regional Council of Governments; Towns of Athol, Orange, Petersham, and Royalston*

*Summary:* Funding will create a regional animal control program in the North Quabbin region through the expansion of the Town of Athol’s current program, providing service to three additional surrounding towns. Funds will expand the current kennel, assist in paying for additional part-time staffing, and planning time to finalize agreements and policy documents of the expanded program. An intermunicipal agreement, which was part of the application package, will ensure that the communities develop a program of regional governance and sustainability through annual fees.

*Goal:* To develop a regional animal control program to provide comprehensive animal control services at an affordable cost to four towns in the North Quabbin region.

*Measures:*

- # of dogs and cats taken in from each town
- # of dogs and cats spayed/ neutered
- # of dollars fundraised
- \$ in vet costs avoided

*Press:* Rainville, David, "Anti-crime task force, fire depts get grants," *The Recorder*, February 6, 2014.

**Northwestern District Anti-Crime Task Force Expansion (\$71,954)**

*Franklin Regional Council of Governments (Lead); Cities of Easthampton, Greenfield and Northampton; Towns of Athol, Amherst, Montague, Belchertown, Orange, Ware, Erving, Deerfield, and Southamptton*

*Summary:* Funding will expand the scope of a project that first received CIC funding in FY13. Additional funding will allow the program to expand into two additional areas: (1) Creation a Human Trafficking Coalition; (2) Integration the Task Force into a newly-developing Franklin County Opiate Task Force; Assistance provided by the Northwestern District Attorney's Office ensures that this program can become a regional model for sharing crime data across jurisdictions. The reduced amount reflects the belief that funding for training can be absorbed in the budgets of each participating police department.

*Goal:* To expand the scope of and number of participating communities in the Northwestern District Anti-Crime Task Force (NDATF)

*Measures:*

- # of deployments
- # of officers assigned to task force
- Quantitative value of assets seized
- # of successful prosecutions and indictments in Superior Court

*Press:* Tuthill, Paul, "State Grant to Boost Anti-crime Efforts in Western Mass.," WAMC Northeast Public Radio, February 8, 2014.

**South County Emergency Management Services (\$160,620)**

*Towns of Deerfield (Lead), Sunderland, and Whatley*

*Summary:* In 2011, these three communities engaged a consultant and the Franklin Regional Council of Governments to study the feasibility of providing shared emergency management services (EMS). The study supported a regional EMS program, and the towns are now seeking funding to purchase the necessary equipment, communications services, and support services to successfully implement this

new service over the next year. The towns will work together to maximize their financial and human resources, as well as eliminate high costs associated with the purchase of large capital items through the pooling of funds. The towns are in the process of hiring a regional director, and recently established a regional governance board. Funding will allow for the purchase of capital equipment to get ensure the towns have the correct materials to begin the program.

## **Transportation Projects**

### **Expansion of Partners and Services Provided by CrossTown Connect (\$40,000)**

*Towns of Acton (Lead), Boxborough, Concord, Littleton, Maynard, Stow, and Westford*



*Summary:* Led by the Town of Acton, this group of communities received \$184,000 in CIC funds in FY12 to create a regional transportation association. Working with a local business park, the group of communities procured the services of a vendor to evaluate and consolidate shuttle service routes previously provided by each individual town. In FY13, the group received \$60,000 in CIC funds to add the towns of Concord and Westford, bring the total number of participating municipalities to seven. This year, the municipalities requested funding to develop Transportation Impact Zones (TIZs). A TIZ, or cluster of small businesses working together to participate in a transportation association, could serve as a model for other transportation associations.

*Goal:* To develop Transportation Impact Zones, consisting of small businesses working together to participate in a Transportation Management Association

*Measures:*

- 20% participation of businesses within the pilot Transportation Impact Zone
- 7 communities receive and implement the Transportation Impact Zone Bylaw
- 100% of software modules will be implemented

*Press:* Smith, Margaret, and O'Donnell, Lindsey, "Grant program aids transportation needs," *The Beacon*, February 27, 2014.

**MetroWest Moves Regional Complete Streets Prioritization (\$75,500)**

*Towns of Hudson (Lead) and Framingham; City of Marlborough*

*Summary:* Funding will allow the City of Marlborough and the Towns of Framingham and Hudson to develop a replicable computer-based Complete Streets Prioritization Tool. The tool will enable bicycle and pedestrian components to be factored into capital decision making by municipalities. This would facilitate increased efficiency for local planning, engineering, and implementation of the program using a context sensitive design approach. Funds will be used for data development, municipal and public engagement, development and testing, and a review of planned, municipal roadway investments to implement Complete Streets features. The program will be replicable and made available for use by other cities and towns in Massachusetts.

*Goal:* To develop a replicable computer-based Complete Streets Prioritization Tool allowing for better planning and incorporation of Complete Streets into routine road work.

*Measures:*

- # of streets improved in walk/bike opportunity zones through the incorporation of Complete Streets elements
- \$ allocated with input from Complete Streets Tool
- # of channels that disseminate the Complete Streets Tool

*Press:* "Towns receive grant for MetroWest Moves," *The MetroWest Daily News*, February 18, 2014.

"Health project wins state grant, '*Worcester Business Journal Online*, February 10, 2014.

**Middlesex 3 Coalition- Transportation Coordination (\$147,800)**

*Towns of Billerica (Lead), Burlington, Bedford, and Chelmsford; City of Lowell*

*Summary:* This regional transportation association builds on the successful program established in FY12 by the Town of Acton with CIC funding. Funding will allow the participating towns and city to (1) Identify and evaluate all current transportation services and determine the need for additional transit; (2) Educate the public about the current transportation programs in the region; and (3) Coordinate existing transportation resources in participating communities. The communities all have transportation resources, but as they are focused on specific geographic areas, they are limited and disjointed. The proposed funding amount, a reduction of \$13,000 from the original request, reflects MassDOT's belief that

certain materials developed by the Acton project could be utilized by this group to plan and develop their program.

*Goal:* To identify and evaluate all current transportation services in Billerica, Burlington, Bedford, Chelmsford, and Lowell, and use the information collected to: (1) Determine the need for additional transit; (2) Coordinate existing transportation resources; and (3) Educate the public about the current transportation programs available in the region

*Measures:*

- 5 communities' services listed in database
- 5 business meetings
- 2 community outreach meetings
- 1 final report produced with recommendations on making changes in existing services that would improve their efficiency
- 4 components developed for the marketing initiative

*Press:* McBride, Mary K. "Grants, sewer main, roads mark Bedford Selectmen's meeting." *The Bedford Minuteman*, February 15, 2014